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ABSTRACT

The 1974 edition of the Tulane University faculty handbook details the university organization and the functions and responsibilities of the various bodies within that organization; and the physical facilities on campus. Of direct concern to the faculty are the university policies regarding academic freedom, tenure, and faculty responsibilities; off-campus speaking; research and scholarship; teaching loads; appointments; salaries; advising; leaves; fringe benefits; campus services available; and recreational and cultural opportunities within the university community. (JMF)

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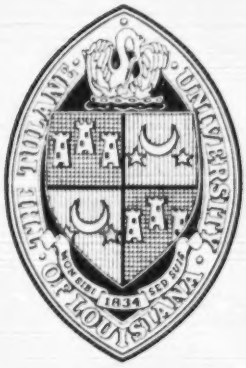
FACULTY HANDBOOK



TULANE UNIVERSITY

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

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JULY 1974

FACULTY HANDBOOK

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EMERGENCY PROCEDURE

The Security Division should be called in all emergencies. Instructions for procedure in the specific circumstances will be given the caller.

Telephone numbers of the Division are:

Uptown campus–From phones off campus – 865-5200.
From phones on campus – 5200.
Medical Center – From phones off campus – 588-5555.
From phones on campus – 5555.

This *Handbook* is intended to serve as a source of information for present and prospective faculty members of Tulane University.

Where policies and procedures are treated, the *Handbook* reports on the content and status of documents in existence at the time of going to press, and should not be regarded as itself a source of authority. Policies and procedures are subject to continual review and revision; a publication such as this cannot feasibly be maintained on a current basis to provide for all the changes that may be made from time to time.

Sources of additional or more recent information may usually be inferred from the text, or may be ascertained by calling the Office of University Relations, 202 Gibson Hall, telephone 865-5714.

July, 1974

I. INTRODUCTION

A. TULANE-AT-A-GLANCE

Tulane is a privately administered, non-sectarian university offering undergraduate, graduate, and professional curricula for men and women. Its faculty and students are engaged in many areas of scholarship, research, and civic service.

The 100-acre main campus is in an uptown residential section of New Orleans. On its borders are many fine residences, a spacious recreational park, and the campus of Loyola University of New Orleans.

All instructional divisions are quartered on this campus except those concerned with medicine and public health, which are situated in a medical complex about four miles away near the major commercial area of the city. There are also several off-campus research centers.

Enrollment totals approximately 7,200 full-time and 1,600 part-time students. The full-time faculty numbers approximately 800. There also are about 900 part-time faculty members, mostly in the evening and medical divisions.

The student body represents all states and about 60 foreign countries. The faculty is similarly cosmopolitan, with highest degrees from scores of universities in all parts of the United States and a number of other countries.

The University's governing body is a self-perpetuating board with seventeen elected members, incorporated as the Administrators of the Tulane Educational Fund. The Governor of Louisiana, the State Superintendent of Education, and the Mayor of New Orleans are ex-officio members.

Tulane has coordinate liberal arts colleges, the College of Arts and Sciences, for men, and Newcomb College, for women. However, except for some introductory-level classes, nearly all courses in each college are open to students of both. The other degree-granting units, all of which are coeducational, are:

University College, devoted principally to evening courses and continuing education for adults.

The School of Architecture.

The School of Engineering, with a Graduate Division.

The Graduate School of Business Administration.

The School of Law.

The School of Medicine, with a Division of Graduate and Postgraduate Medical Studies.

The School of Public Health and Tropical Medicine.

The School of Social Work.

The Graduate School, offering programs in the liberal arts and sciences, basic medical sciences, engineering, and business administration.

An annual Summer School provides courses applicable to degrees in the undergraduate divisions and the Graduate School.

The Center for Teacher Education coordinates programs and provides professional instruction for education students in the three colleges and the Graduate School.

In research and scholarship, Tulane faculty members produce hundreds of publications every year. Research centers are maintained in diverse fields including Middle American civilization, primate studies, comparative law, urban studies, environmental studies, and various

areas of social, medical and natural sciences.

Tulane is one of the 48 United States and Canadian institutions that have been elected to membership in the Association of American Universities.

B. HISTORICAL SKETCH

Tulane dates its history from September of 1834, when seven young New Orleans physicians announced the formation of the Medical College of Louisiana. This was the first medical school in any of the territory added to the United States after independence, and the only one permanently established in the Gulf States for more than fifty years.

In 1847 the University of Louisiana* was organized in New Orleans. This was Louisiana's first state-controlled institution of higher education. The previously independent Medical College became the first department of the University and a Law Department was added in the same year.

The Law Department derived a unique character from its location. Louisiana, a former colony of France and Spain, is the only state with a civil code stemming from Roman and French law rather than from a system based on the English common law. This was the first school in the United States to offer courses in civil law, and in later years became the first with a full curriculum in both civil and common law.

A liberal arts program was introduced in 1851 with thirteen students enrolled.

The University closed its doors during the Civil War. When it was reopened the state provided little support, and the institution appeared moribund until rescue came through the benefactions of Paul Tulane. Mr. Tulane had made a fortune in business and manufacturing in New Orleans, and was living in retirement in Princeton, N.J., near his birthplace

In 1882 he established a fund "for the promotion and encouragement of intellectual, moral and industrial education" in the city where he had lived for many years. A self-perpetuating board of seventeen New Orleans residents was incorporated to administer the fund.

Paul Tulane expressed the wish that the Administrators "establish or foster institutions of a higher grade of learning." However, he gave them broad discretion as to specific use of the fund. He provided also that after fifty years the board might cease to function and distribute "the property, or the proceeds from the sale thereof" for educational purposes in New Orleans.

It was evident to many that the most effective means of carrying out Mr. Tulane's desires was to employ the fund for support of the University of Louisiana. Accordingly, in 1884, the legislature appointed the Tulane Administrators as the board of trustees of the University of Louisiana, with full control of its properties and all its departments. This is the only instance in which a state university, established by a legislature, has been turned over to private authority. The name of the

*Not to be confused with the existing Louisiana State University, which was separately founded and developed.

institution was changed to "The Tulane University of Louisiana," but the simpler form "Tulane University is commonly used.

Paul Tulane's gifts to the educational fund totaled somewhat more than a million dollars, and he expressed the intention of adding to the amount by bequest. No will was found, however, after his death in 1887.

With the prospect of adequate finances, the institution entered upon a period of expansion. Graduate work in several subjects was offered during the first year of independent operation. Adult education programs were conducted in diverse fields, and through these the University for the first time gave instruction to women.

The major innovation of this period was the establishment in 1886 of Newcomb College. This was the first separate college for women to be established within a university organization in the United States. It was founded by Mrs. Josephine Louise LeMonnier Newcomb in memory of her daughter Harriott Sophie, who had died at the age of 15.*

The decades from the 1880's to World War II saw considerable development in fields of professional education. The School of Engineering grew out of a "mechanical course" in the College of Arts and Sciences. Similarly, the School of Architecture began as a course in the School of Engineering. For many years Tulane offered the only accredited program in architecture in a group of several neighboring states.

The School of Business Administration was organized in 1914, when college-level education in that field was in its infancy. It was the first of its kind in the lower South and in 1916 became a charter member of the American Association of Collegiate Schools of Business. The School of Social Work was another pioneering venture in a large region, and grew out of an educational program conducted at a New Orleans settlement house.

New endeavors were undertaken also in the University's oldest unit, the School of Medicine. A postgraduate division was established in 1906-07, and a Department of Tropical Medicine and Hygiene in 1912. The latter represented an interest that had been especially strong in the School since its beginning.

While Tulane broadened its instructional services, faculty research in that period remained largely a matter of individual initiative applied in spare time. An exception was the Middle American Research Institute (MARI), established in 1924 through a gift by Samuel Zemurray. MARI has sponsored a number of studies in Mexico and Central America and has published nearly 40 volumes of research.

Significant beginnings were made in scholarly publications. MARI instituted a series of papers and monographs; the *Tulane Law Review* became a prominent journal of civil and comparative law; and the *Bulletin of the Tulane Medical Faculty*, now titled *Tulane Medicine*, made its appearance.

Since World War II the direction of development has been mostly toward graduate instruction and greater emphasis on research and scholarship.

Until then, the Graduate School had been very small. The doctorate was offered only in some medical sciences and few students

*Formal title: The H. Sophie Newcomb Memorial College.

completed the requirements for it. From the 1940's into the 60's, doctoral programs were introduced in many academic departments, and the number of Ph.D.'s conferred grew to more than 100 per year.

Other graduate programs were likewise strengthened. The School of Business Administration, which had initiated a modest graduate program in 1940, phased out its undergraduate curriculum in 1963–67 and became the Graduate School of Business Administration. The School of Social Work expanded its program and offered the Doctor of Social Work. The School of Law developed masters' programs in both civil and common law and offered the Doctor of Jurisprudence in comparative law. The School of Engineering introduced a graduate division offering masters' and doctors' programs. Ph.D.'s in business administration and engineering are offered through the Graduate School.

From the graduate division in the School of Medicine was evolved the present Division of Graduate and Postgraduate Medical Studies, with both degree programs and non-degree training for practicing physicians. The Department of Tropical Medicine and Hygiene developed into the School of Public Health and Tropical Medicine, offering masters' and doctoral degrees.

Undergraduate teaching also was strengthened. The coordinate colleges expanded their curricula and placed new emphasis on preparation for graduate work. In 1942 University College was formed to administer evening courses that were being conducted in education and business subjects. Academic degree programs and non-degree seminars were added. In 1950, the School of Architecture was administratively separated from the School of Engineering.

Meanwhile, formalized research activity grew, as indicated by annual expenditures of more than $15,000,000 in recent years for research and other sponsored projects.

A number of new facilities and agencies for research have been created. These include the Institute of Comparative Law; Tulane Cancer Clinical Research Center; International Center for Medical Research, with an overseas unit at Cali, Colombia; Delta Regional Primate Research Center at Covington, La.; the Riverside Research Laboratories at the F. Edward Hebert Center near Belle Chasse, La.; Tulane Computer Laboratory and Biomedical Computing Center; Urban Studies Center; Sociology and Anthropology Research Center; and many laboratories and centers maintained by various departments. Some notable research resources have meanwhile been developed in the libraries, such as the William Ranson Hogan Jazz Archive in the Special Collections Division of the Howard-Tilton Library.

Publications begun since World War II include periodicals or serials in social welfare, English, geology and paleontology, philosophy, political science, Romance languages and literature, and biology.

C. STATISTICS ON STUDENTS AND FACULTY

Tulane is a university of medium size among private institutions, and has been undergoing moderate growth in recent years.

The student body is cosmopolitan, representing every state and some 60 foreign countries. Pertinent statistics follow.

College or School	Total Enrollment Fall 1973		Degrees in 1972-73*
Arts and Sciences	2,196		443
Newcomb	1,565		307
Architecture	278		32
Engineering–undergrad.	427		92
Graduate Division	116	Masters	42
		Doctors	2
Grad. Bus. Admin.	314		115
School of Law	571	J.D.	169
		Masters	7
School of Social Work	269	M.S.W.	125
		D.S.W.	3
Medicine--M.D. Program	574		143
Div. of Grad. & Post-Grad. Med. Studies	411		1
Pub. Health & Tropical Med.	195	Masters	103
		Doctors	5
Graduate School	953	Masters	250
		Ph.D.	106
University College	913		64
Totals	8782		2,009

*August 1972 through May 1973.

The faculty is diverse in origin. For example, a recent tabulation showed that members of the Graduate School faculty had received doctoral research degrees from 85 different institutions including 14 foreign universities.

Eighty-five percent of the doctorates had been conferred by institutions which were members of the Association of American Universities. Those with highest representation were Tulane 31, Columbia 17, Wisconsin, 14, Harvard 13, Berkeley 11, Michigan 11, North Carolina 11, and Chicago 10.

The Graduate School faculty largely represents the University as a whole as it consists of persons with primary appointments in the liberal arts colleges, the Schools of Medicine and Engineering, the Graduate School of Business Administration, and the Center for Teacher Education, with some representation from the Schools of Law, Social Work and Architecture.

D. THE ACADEMIC CALENDAR

In general, the undergraduate divisions and the Graduate School observe the same calendar, but the professional schools vary their schedules in a number of details. Because of these differences it is suggested that anyone wishing specific information on this subject obtain it from the division with which he is concerned.

All instructional divisions operate on a two-semester basis except the School of Medicine, which is on a quarter system, and the School of Social Work. In the latter, the M.S.W. program proceeds for four continuous semesters, including a summer semester devoted mostly to field work. A student enters the program in late August and completes it in December of the following year.

The fall semester or quarter begins in the latter part of August except in the School of Law, where it starts in early September.

In most divisions the first semester ends about a week before Christmas and the second semester begins near the middle of January. There is some variation in the winter recess schedule in the professional schools.

The second semester ends for most units in the early or middle part of May, depending on the date of Easter. When Easter is relatively early, a 12-day spring vacation is scheduled at that time. When it is late, the holiday period is shortened to five days to avoid a long hiatus near the end of the semester. The dates for ending classes and beginning examinations are adjusted accordingly.

In the Summer School most courses run for eight weeks but some sequential courses are scheduled for two terms of five weeks each. Summer evening classes run for ten weeks.

II. ORGANIZATION OF THE UNIVERSITY

A. THE BOARD OF ADMINISTRATORS

The governing and policy-making authority for the University is vested in a group of trustees incorporated under the title of The Administrators of the Tulane Educational Fund.

The original seventeen members were invited in 1882 by Paul Tulane, a retired merchant and manufacturer, to form a self-perpetuating body to exercise stewardship over the fund that he had created "for the promotion and encouragement of intellectual, moral and industrial education . . . in the city of New Orleans . . . and for the advancement of learning and letters . . . ."

The Board's authority regarding the University is derived from Act 43 of the Louisiana General Assembly (Legislature) of 1884, which was confirmed in a general election as an amendment to the state Constitution.

In that act the Legislature declared that the Board of

Administrators of the University of Louisiana, an institution which up to that time had been owned and operated by the state, should thenceforth "consist of the seventeen Administrators of the Tulane Educational Fund," with the addition of three ex-officio members. The latter are the Governor of Louisiana, the Mayor of New Orleans, and the State Superintendent of Education. In practice, they do not take part in the Board's activities.

The act specified that this new Board should have "full direction, control, and administration of the University . . .in all its departments." The name of the institution was then changed to The Tulane University of Louisiana.

Election to the Board was originally for life. In May of 1967 that policy was amended to provide that members then in office would serve twenty-year terms and those subsequently elected would serve fifteen-year terms. Provision was made also for retirement at the age of seventy regardless of length of service.

Retired and resigned members of the corporate body may be designated Advisory Administrators, and they have all privileges of regular members except that of voting. In addition, the faculty, the students, and the alumni are each represented at regular Board meetings by non-voting participants chosen by the respective groups from their own ranks. Faculty and students have three representatives each, the alumni have two.

Under a resolution of the Administrators, "faculty, student or alumni delegates to the Board may be invited to meetings of the Executive Committee of the Board when the Chairman of the Board determines that the opinions of such delegates would be helpful in arriving at decisions on matters to be considered at such meetings."

A by-law of the Administrators originally restricted membership to citizens and residents of Louisiana. In 1970 the Board amended this provision, making United States citizenship the only stated requirement for eligibility.

Most official Board actions are taken at regular bimonthly meetings. The duties of the Administrators, however, entail extensive work by committees, including:

The Executive Committee, comprising all Administrators resident in metropolitan New Orleans.

The Law Committee, composed of all Administrators admitted to the practice of law in Louisiana.

Committees of "not less than three Administrators each" in the areas of finance, real estate management, faculty affairs, student affairs, University development, and public relations.

The Faculty Affairs Committee acts as liaison between the Administrators and the faculty representatives to the Board, and is available to meet with the latter from time to time to consider questions involving faculty matters that arise between meetings of the Board.

The Board maintains an office with a full-time secretary in the First National Bank of Commerce Building in New Orleans.

B. OFFICERS OF ADMINISTRATION

The chief executive officer of the University is the President, who is elected by the Administrators for an indefinite term of office.

The President exercises authority delegated to him by the Administrators, and makes recommendations to the Administrators on matters requiring Board action or approval.

The Administrators have delegated to the President authority for all appointments within the University.

In addition to the President the general University officers are the Executive Vice-President; the Provost; the Vice-President for Health Affairs, who also is Chancellor of the Tulane Medical Center; and the Business Manager and Comptroller.

Only the President, or in his absence the Executive Vice President, has the authority to speak officially for the University. Broad responsibility for transmitting statements and information regarding the University to the public, through news media and other means, has been delegated to the Director of University Relations.

C. THE BOARD OF VISITORS

In order to bring added expertise to bear upon Tulane's problems, the Administrators in 1954 created a Board of Visitors for consultation and advice.

The body comprises seven officers of the Alumni Association, as ex-officio members; three elected alumni representatives; and 32 members invited by the Administrators.

The invited members include persons from all parts of the country who are nationally prominent in education, science, business and finance, industry and the professions.

The visitors meet annually on campus for sessions devoted to review and recommendation. Throughout the year individual members lend their counsel on specific matters within their particular competences.

D. THE BOARD OF GOVERNORS OF THE TULANE MEDICAL CENTER

The Board of Governors of the Tulane Medical Center was established by the Board of Administrators in 1969. Its purposes, as stated in its constitution, are:

To be the governing body of the Medical Center, subject to reservation by the Administrators of corporate powers which must be exercised by them under their charter and Act 43 of 1884.

To furnish general supervision of and have responsibility for the planning and operation of all programs, services and activities of the Center.

A specialized council of this kind was considered necessary because of plans for extensive development in the health-oriented fields, including participation with other agencies in the creation of a major medical complex in New Orleans.

Members of the council are appointed by the Administrators.

E. ADVISORY BODIES TO PROFESSIONAL SCHOOLS

Some of the professional schools have advisory groups of invited members who render various valuable services such as counseling in planning, liaison with the community and the profession, direction of

special programs, and guidance and participation in fund-raising.

These include:

The Business School Council, comprising twenty highly-placed executives in industry, business, labor, and public life.

The Board of Advisers of the School of Engineering, consisting of twenty-one alumni including, ex-officio, the president, first vice-president and second vice-president of the School's alumni association, the Society of Tulane Engineers.

The Board of Advisers of the School of Law, composed of twenty-five alumni of the School.

F. THE UNIVERSITY SENATE

The University Senate is the principal agency through which members of the faculty influence policies and operation of the University as a whole.

Voting membership in the Senate consists of:

1. **Ex-Officio**—The President of the University, who is ex-officio Chairman of the Senate; the Executive Vice-President, the Vice-President for Health Affairs, the Provost, and the deans of each of the eleven degree-granting colleges and schools.

2. **Elected Faculty Senators**—From one to six Senators from each degree-granting college or school, depending upon the size of the full-time faculty. Senators are apportioned thus: fewer than 6 full-time faculty – 1 Senator; 6 to 49 – 2; 50 to 99 – 3; 100 to 149 – 4; 150 to 199 – 5; 200 or more – 6. The total of 30 includes: from Arts and Sciences 5, Newcomb 4, Architecture 2, Engineering 2, University College 1, Business Administration 2, Law 2, Medicine 6, Public Health and Tropical Medicine 3, Social Work 2, and the Graduate School 1.

3. **Student Senators**—Two from the student body of the undergraduate divisions and two from the graduate and advanced professional schools.

4. **The Elected Secretary of the Senate** (chosen from faculty Senators).

The Senate constitution states the body's powers and jurisdiction thus:

"(a) The Senate may make recommendations on all matters of general University concern.

"(b) While the Senate recognizes the autonomy of the several divisions of the University in matters of their special concern, it reserves the right to review any actions of those divisions which affect the University as a whole.

"(c) New academic policies of general University concern, or changes in current academic policies of general University concern, shall be submitted to the Senate for its consideration.

"(d) The Senate may request necessary budget information in order to implement its jurisdictional responsibilities under this section."

The Senate maintains a communication link with the Board of Administrators in the form of a committee of three faculty members, elected by the Senate, from three different colleges or schools. This committee attends the regular bimonthly meetings of the Administrators, where its members have privileges of the floor but not of voting.

The Senate functions largely through standing and ad hoc

committees, which recommend action or in some cases are empowered to act for the Senate. The standing committees are: Academic Ceremonies; Academic Freedom and Responsibility of Students; Admissions; Athletics; Budget Review; Calendar; Committees; Educational Policy; Faculty Benefits; Faculty Tenure, Freedom and Responsibility; Health Services; Honors; Housing; Food Services; Libraries; Patents; Physical Facilities; President's Advisory Committee (see G2 below); Research; Student Affairs; Student Financial Aid; and Traffic and Security.

The Senate regularly meets on the first Monday of each month during the academic year.

G. BODIES ADVISORY TO THE PRESIDENT

The President regularly receives the advice of three standing groups. These are:

1. **The Academic Council,** which includes the Vice-Presidents, the Provost, the Deans, the Business Manager and Comptroller, and the Directors of the Center for Teacher Education, Primate Center, University Relations, University Development, and Planning.

The Council exists for the purpose of internal communication and interchange among the deans. It provides a mechanism of communication regarding general University affairs. It meets every two weeks during the academic year.

2. **The President's Faculty Advisory Committee,** which is described as follows in the Constitution of the University Senate:

"The President's Faculty Advisory Committee shall consist of six faculty members, no more than two from any division of the University. The faculty senators shall serve as a nominating committee to propose each year two faculty members to be elected by the Senate to serve for three-year terms on the Committee. The Committee shall elect its Chairman annually. Its purpose shall be to advise the President of the University upon matters of University policy, particularly when subjects of great urgency or delicacy require immediate consultation."

3. **The Athletic Advisory Committee,** which includes ten voting members: (a) five faculty members nominated by the University Senate (who also compose the Senate Committee on Athletics); (b) three alumni nominated by the Tulane Alumni Association; (c) one member of the Board of Administrators, nominated by the Chairman of the Board; and (d) one student, elected by the Student Senate.

Non-voting members include: (a) ex-officio, the University's Executive Vice-President, Comptroller, Director of Admissions, Athletic Director, Assistant Athletic Director, and Business Manager of Athletics; (b) a maximum of three honorary members; and (c) other members of the Tulane community who may be invited to attend meetings.

H. COLLEGE AND SCHOOL ORGANIZATION

The dean conducts the affairs of the school or college in accord with the general policies laid down by the University. He gives leadership to the development of the division's programs. He is the representative of the faculty to the administration and of the administration to the faculty.

Because of diversities among the colleges and schools in size, objectives, and methods, there are differences in their forms and procedures pertaining to faculty organization.

Each college and school has its own constitution and/or set of rules regarding faculty meetings, curriculum, committees and their functions, teaching loads, academic ceremonies, and other matters.

There also are variations in policies regarding consultant services and other outside professional activity, since the nature of such work and its relation to the individual's primary faculty responsibilities differ considerably.

Questions in these areas should be addressed to the appropriate dean, department head or chairman, or other designated officer.

III. PHYSICAL FACILITIES

A. THE UPTOWN CAMPUS

Tulane University's main campus is a tract of about 100 acres extending between St. Charles and South Claiborne Avenues in the uptown residential section of New Orleans. All instructional divisions are headquartered there except those of the Medical Center.

On this campus are some 55 permanent buildings with a total gross floor space of approximately 2,500,000 square feet.

The most important recent additions to the physical plant have been the new building for the Howard-Tilton Memorial Library, which is described below, and the Science Center, which was completed in 1971. The latter contains about 182,000 gross square feet. It houses the faculty offices and most of the teaching and research laboratories of the Departments of Biology, Chemistry, Physics, and Psychology.

The present campus was occupied in 1894.

B. THE MEDICAL CENTER

The University Medical Center comprises the School of Medicine; School of Public Health and Tropical Medicine; Delta Regional Primate Research Center in Covington, Louisiana; The Institute for Health Services Research; and the University Health Service located on the main campus of the University.

The School of Medicine, The School of Public Health and Tropical Medicine, and The Institute for Health Services Research are located in an area adjacent to the city's central business district. This area has been designated by the State of Louisiana for development of a medical complex with three primary institutions–Tulane Medical Center, Charity Hospital of Louisiana at New Orleans and Louisiana State University Medical Center. The Health Education Authority of Louisiana (HEAL) is the State body responsible for coordinating activities within the area and for assisting participating institutions in the construction of health related facilities. On December 1, 1973, ground was broken for a new Tulane University Hospital-Ambulatory Care Teaching Facility to be occupied in June of 1976. This facility, financed through the issuance of HEAL bonds, will serve undergraduate, graduate, and continuing education programs as well as providing the loci for the Faculty Group Practice.

The Medical School has an enrollment of 592 students plus a

large number of students in graduate degree programs in the basic sciences. Classroom, laboratory, and administrative activities are conducted in three interrelated buildings located next to Charity Hospital, an 1,800-bed institution that serves as the primary teaching hospital for both Tulane and LSU Medical Schools. In addition, other hospitals in the city and state are affiliated with the School and contribute to its teaching programs.

The School of Public Health and Tropical Medicine is located in three buildings in the vicinity of the Medical School and has a total enrollment of approximately 215 students, both full-time and part-time, representing the spectrum of health professions and including approximately 30 students enrolled in the School's Graduate Program in Health Service and Hospital Administration.

Housing for both Schools is provided in nearby Hawthorne Hall, a 15-story former hotel located at 1300 Canal Street and converted to apartments for married and single students as well as faculty of both schools.

The Delta Regional Primate Research Center occupies a 500-acre tract and serves many universities and research institutions in the South Central area.

Special facilities for research and graduate training are provided at the Hebert Center, a former naval installation that was given to Tulane by the federal government.

C. LIBRARIES

Tulane's libraries consist of nine units with combined holdings of approximately 1,200,000 bound volumes and twice that number of non-book items. Some 10,300 periodicals and serials are received regularly.

The Howard-Tilton Memorial Library is the general library of the University, containing about 75 percent of the University's holdings in bound volumes and a larger proportion of the non-book items. Under the same administration, but housed elsewhere, are:

The Meade Natural History Library
The Leon Ryder Maxwell Music Library
The Architecture Library

Separately and individually administered are:

The Rudolph Matas Medical Library
The Law Library
The Norman Mayer Library, in the Graduate School of Business Administration
The Mathematics Research Library
The Delta Regional Primate Research Center Library

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The Howard-Tilton Memorial Library was formed in 1941 by the merger of three separately established libraries. One was the Howard Library, a reference resource privately endowed and operated, dedicated to public service. The others were the F. W. Tilton Memorial Library of Tulane University and a smaller collection maintained by Newcomb College for use in undergraduate instruction.

Howard-Tilton primarily serves faculty and students of the undergraduate schools and colleges, the Center for Teacher Education, the School of Social Work, and most departments in the Graduate School.

Its holdings include more than 850,000 bound volumes and over 2,200,000 non-book items such as letters, manuscripts, diaries, documents, microforms, tape recordings, and other materials. About 6,300 periodicals from many countries are received.

The collections are housed in a four-story building completed in 1968 at a cost of $6,200,000, with seating for 1,386 users. There are 760 carrels for general use, 186 studies for graduate students working on dissertations, 94 faculty studies, and 54 typing booths. (The noted emeritus librarian of Harvard College, Keyes D. Metcalf, served as consultant in the design of the building.)

Volumes are shelved according to the subject divisional plan. The Science-Engineering Division is on the first floor, together with the Library's technical services. The Humanities–Fine Arts Division and the Library's administrative offices are on the second floor. The Social Sciences Division is on the third floor, along with the government documents and newspapers.

On the fourth floor are the Latin American Library and the Special Collections Division. The latter comprises the Manuscripts Collection, the Rare Book Room, the Archive of New Orleans Jazz, and the University Archive containing materials on Tulane. The Louisiana Collection is housed in the basement in conjunction with the Reserve Books Collection.

The Latin American Library contains some 85,000 items of books, manuscripts, newspapers, pamphlets, microfilm, and microcards. It was formerly the library of Tulane's Middle American Research Institute, and therefore is particularly strong in history, anthropology, and archaeology of Mexico and Central America. It continues to be strengthened by Farmington Plan* acquisitions from Honduras, Guatemala, El Salvador, and Nicaragua. There are unique runs of Central American newspapers, documents (1493–1795) related to New Spain and other special holdings. An outstanding collection of Brazilian materials is worthy of note.

Since the Howard-Tilton Library assumed the administration of these collections several years ago, particular efforts have been made to build strength in South America. Of special interest in this connection is the collection of Maya monument rubbings, made possible by the Stern Family Fund.

Tulane's book holdings in Spanish and Portuguese have been described as excellent, largely because of materials from Latin America.

The William Ransom Hogan Jazz Archive was established in 1958 through a Ford Foundation grant. Its purpose is to collect and preserve data–including testimony of living individuals and sound recordings–concerning the development of this native art form. Holdings include more than 23,000 phonograph records, 50 piano rolls, 12,000 pieces of sheet music, 2,200 tape recordings, 35 motion picture

*Libraries participating in this plan individually undertake the responsibility for acquiring a copy of every book of potential significance to scholarship or research that is printed in a designated geographic area.

reels, 9,000 reference materials, and 24,000 archival materials.

This resource was originally called the Tulane Archive of New Orleans Jazz but was named in 1974 for Dr. Hogan, late professor and chairman of History, who was instrumental in its establishment.

The Rare Book Collection is relatively small with about 12,500 volumes but is quite good especially in Louisiana materials. The William B. Wisdom Collection of first editions and the Rosamonde E. and Emile Kuntz Collection are especially noteworthy.

The Manuscripts Collection is strong especially in the political, economic and literary history of New Orleans and the lower Mississippi Valley. Tulane also is becoming a depository for major collections of New Orleans social welfare agencies and institutions.

Significant holdings include the Favrot Papers, 2,100 manuscripts of Louisiana family dating from 1695; Kuntz Collection on Colonial Louisiana; Lefcadio Hearn Collection of manuscripts, books and pictures; Louisiana Historical Association Collection, dealing with the Civil War; George Washington Cable Collection of correspondence, manuscripts, and notes; Joseph Merrick Jones Steamboat Collection of photographs, freight bills, manuscripts, books, and memorabilia; Barret Collection, papers of General Albert Sidney Johnston and his son William Preston Johnston, first president of Tulane University; Wisdom Collection on Huey P. Long; Labrot Collection of James Gallier Architectural Drawings; and Boatner Collection, photographs of Louisiana homes and buildings.

There is also considerable strength in a genealogy collection and a Louisiana collection, which were developed in the old Howard Library and have been continuously augmented.

An important recent addition to Howard-Tilton was the donation by Representative F. Edward Hebert, Tulane alumnus and Chairman of the House Armed Services Committee, of his extensive personal collection of official records, correspondence, and other items pertaining to his many years in Congress.

The Greater New Orleans Microform Cooperative, a joint venture of six colleges and universities in the city, has its headquarters on the first floor of Howard-Tilton. With support from the U.S. Office of Education the cooperative has built holdings to more than 500 microfilm reels, over 100,000 microcards, and more than 500,000 microfiche.

Among many titles acquired recently were *Human Relations Area Files; English Books,* 1475–1640; *Anti-Slavery Propaganda in the Oberlin College Library; Presidential Papers,* from the Library of Congress; *Black Studies,* 4,000 volumes on microcards; and *The Stars and Stripes* of both World Wars.

Associated with Tulane in this resource are the University of New Orleans; Loyola, Dillard, and Xavier Universities; and St. Mary's Dominican College.

(See also description of **Tulane University Archive,** Sec. XI-C.)

The Meade Natural History Library was established in 1953 by a gift from Dr. George P. Meade, a noted sugar chemist. It is located at Tulane's Hebert Center near Belle Chasse, Louisiana, about ten miles from the main campus. It receives more than 500 periodicals, which represent the biological science productivity of many countries, and which are not available in other Tulane libraries. It contains also about 3,000 bound volumes and more than 20,000 reprints. It is open by

appointment.

The Leon Ryder Maxwell Music Library is in Dixon Hall, which houses the Department of Music and is adjacent to the Howard-Tilton building. This library contains more than 17,500 books, scores, periodicals, and recordings, including the collected editions of standard composers and available critical editions of early composers. Important collections include the various Denkmaller, Corpus Mensurabilis Musicae, Attaignant, and Musica Britannica. There is an unusually broad collection of microfilm and fascimile editions of 15th century music.

The Architecture Library is a reading room and small reference library in Richardson Memorial Building. It contains about 4,500 volumes.

The Rudolph Matas Medical Library. The Library of the Tulane Medical Center is named for the distinguihsed surgeon who was an alumnus, professor, and benefactor of the School of Medicine.

The library has combined the formerly separate collections of this School and the Orleans Parish (County) Medical Society, making a total of about 125,000 volumes. Approximately 1,650 medical and scientific journals are received. Through interlibrary loan practically all the world's medical literature can be made available.

Besides its collection in the basic sciences and clinical medicine the library is particularly rich in historical items. Special collections of historical significance include the Elizabeth Bass Collection of Personalized Material on Women in Medicine; the Eva Evelyn Weinstein Memorial Collection of non-medical books written by doctors or about doctors; the B. B. Weinstein Collection on the History of Medicine; photographs of physicians; and a collection on medical art.

In addition to the Matas Library facilities, collections of books and journals are maintained in a number of departments of the Medical Center for ready reference within the departments.

The Law Library. The School of Law, situated across Newcomb Place from Howard-Tilton, has one of the largest and most carefully selected collections of legal materials in its region.

This collection numbers some 130,000 volumes and is increasing by about 5,000 volumes per year. It contains the reports of the courts of last resort of all the states, the United States Supreme Court reports, the federal reports, the reports of the intermediate appelate courts of the several states, and the British reports including the Scottish, Irish, and Canadian.

The library is well equipped with French, Spanish, Italian, German, Latin American, Australian, New Zealand, and Roman law units. The leading French, Spanish, Italian, and Latin American legal periodicals and codes are included as well as the works of the various French commentators.

This library contains also all of the more significant compilations of selected and annotated cases. In the important sets of reports and other works, multiple copies of sets are available. The statutes of the several states and the federal statutes and codes are present, in addition to all the commonly used digests, the complete National Reporter System, and the various sets of annotated series. All of the important textbooks on every branch of the law are represented, as are legal periodicals, encyclopedias, and citators.

All available to students and faculty is the Law Library of

Louisiana containing approximately 100,000 volumes, housed in the Louisiana Supreme Court Building in downtown New Orleans.

The Norman Mayer Library of the Graduate School of Business Administration, situated in the F. W. Tilton Memorial Building, is the largest business library in the South based on number of volumes, staff, and square footage. The specialized collection consists of materials in the fields of business administration, applied economics, management science, hospital management, and computer science.

There are approximately 29,000 volumes, more than 50,000 pamphlets, government documents, annual reports and prospectuses from 4,000 corporations, and about 1,000 journals, statistical publications, looseleaf services, and other serials providing latest information. Subject areas of greatest coverage include accounting, management, marketing, finance, and operations research.

The Mathematics Research Library, in Gibson Hall, has some 10,000 books and 3,100 bound volumes of periodicals and receives approximately 300 serials. This collection has been built mostly through a Ford Foundation grant, and is strong in most areas of pure and applied mathematics.

The Delta Regional Primate Research Center Library is a rapidly growing collection for use of the scientists engaged in primate research at the Center near Covington, Louisiana, about 35 miles from the main campus.

Holdings include more than 5,000 reference books and bound volumes of serials and journals, 18,000 reprints from all over the world, and 2,200 miscellaneous publications.

D. RESEARCH CENTERS AND INSTITUTES

Information on the following is given in Section IV-B, Research and Scholarship–Centers and Institutes:

Middle American Research Institute.
Institute of Comparative Law.
Tulane Cancer Clinical Research Center.
International Center for Medical Research.
Delta Regional Primate Research Center.
The Riverside Research Laboratories at the F. Edward Hébert Center.
Tulane Urban Studies Center.
Joint Systems Laboratory.
Tulane Institute for Health Services Research.
Center for Population and Family Studies.

E. COMPUTERS

1. **The Tulane Computer Laboratory** on the uptown campus provides the following facilities:

a. The data preparation room, open 24 hours every day, contains keypunches, verifiers, printer, sorter, reproducer, and interpreter.

b. The computer room is open 24 hours a day, Monday through Friday, and 18 hours on Saturday. The main computer is an IBM 7044 with 32,768 binary word core memory, a 1301 Model II Disk File with storage capacity of 56 million characters, on-line card

read/punch, and a 600-line-per-minute printer. There are five 729 VI Tape Drives and a digital plotter available to the system. Here, also is housed the PDP-8L which serves as the communications link between the central computer and the terminal at the Bio-Medical Computing Center serving the Medical Center. Student input/output terminals are available in the laboratory as well as in Norman Mayer Building.

c. Extensive software languages, program packages, and subroutines are available. Write-ups and a Key Word Index to available information are provided in the Computer Laboratory's library.

2. The Bio-Medical Computing Center at the Medical Center provides the following facilities:

a. CDC Display/Entry Station with card reader and a 200-300-line-per-minute printer is connected to the 7044 on the uptown campus through a communications network.

b. The personnel compose a technical staff of biomedically-oriented systems analysts and programmers who are available to the individual researchers at the Medical Center.

c. The complete library, maintained at the uptown campus, is available to the computer users at the Bio-Medical Center.

(See also Campus Services–Computing, Section VIII-D.)

F. ATHLETIC PLANT

Tulane Stadium, which seats 81,000, is situated on the main campus at Willow Street. This is the current site of Tulane's home football games, the annual Sugar Bowl game, and the home games of the New Orleans Saints of the National Football League. It houses the offices of the Division of Intercollegiate Athletics.

Favrot Field House, north of Tulane Stadium, can accommodate three basketball courts, six badminton courts, or three volleyball courts. It also has a weight room, gymnastic room, and three handball courts. It houses the intramural sports and physical education offices.

All facilities in the Field House are open to faculty, staff, and students upon display of identification cards from 8:00 a.m. to 9:00 p.m., Monday through Friday and 1:00 p.m. to 5:00 p.m. Saturday and Sunday. Dependent children may use the facilities only on Sundays when accompanied by a parent.

The Basketball Court, on which intercollegiate games are currently played, is in the Central Building, which was originally constructed as a gymnasium. Seating is provided for 5,000 spectators.

The Varsity Baseball Diamond, with bleacher-type seating for 2,000, is located south of the Rosen House Apartments on the main campus.

The Varsity Track, north of Favrot Field House, is a quarter-mile cinder track for intercollegiate, intramural, and recreational use. It is open to faculty, staff, and students except when the varsity track or football team is holding practice there.

The Varsity Tennis Stadium, north of the Favrot Field House, has three hard surface courts and bleacher-type seating for 1,000.

Additional tennis courts, all hard-surfaced, include four courts north of the Varsity Tennis Stadium and four lighted courts on the Newcomb campus next to Dixon Hall. These are open to faculty and staff when not in use for physical education classes or varsity practice.

Swimming Pool. See Recreational and Cultural Opportunities–University Center.

G. CAMPUS PARKING

A number of parking areas are provided on the uptown campus, and a parking garage serves the Medical Center.

The privilege of parking on the uptown campus is contingent upon the registration of all motor vehicles with the Traffic Office of the Security Division. Each registered vehicle must display the windshield sticker which is provided. The registration must be renewed at the start of each academic year. A nominal annual fee is charged.

Parking a vehicle which is not registered or which does not display the windshield sticker is subject to a fine.

Several areas on campus are reserved for vehicles with "F" stickers, which are issued to faculty. However, as the number of vehicles registered by faculty, staff, and students is several times the number of parking places on campus, registration does not guarantee the availability of a space.

A physically handicapped faculty member may be assigned a parking place near his office which will be reserved for him at all hours.

The privilege of parking in a restricted area is limited to the faculty member in whose name the vehicle is registered. A student dependent may drive or park a registered faculty car on campus but may not park it in a reserved area.

Details on parking regulations on the uptown campus are set forth in a pamphlet which is available at the Security Office and is issued to purhcasers of parking stickers.

The parking garage at the Medical Center is adjacent to and directly connected with the main buildings of the Center. Individual spaces in the garage are assigned and reserved. A monthly fee is charged.

As the demand for spaces exceeds the garage's capacity, new applicants are placed on a waiting list.

A privately-owned parking lot next door to Hawthorne Hall, the Medical Center residence building, offers space on a lease basis.

Parking on the streets adjacent to the uptown campus and the Medical Center is subject to the jurisdiction of the city of New Orleans and to the regulations imposed by the city government.

IV. RESEARCH AND SCHOLARSHIP

A. EXTENT AND GROWTH

Although Tulane faculty members made significant contributions to learning and to the advancement of the professions in the late nineteenth and early twentieth centuries, recent research in the University largely reflects the trends and conditions since World War II. During this period the development of graduate education at Tulane coincided with the increasing availability of outside funds for project support.

The University Financial Report for 1952-53 showed $1,110,000 spent for "research." Under the somewhat amended item "research and other sponsored projects" the report for 1962-63 indicated an expenditure of $7,283,000 and that for 1972-73 showed $15,522,000.

B. CENTERS AND INSTITUTES

The comprehensive nature of Tulane's programs in research and scholarship may be indicated by a brief description of major centers and institutes under University jurisdiction. The units named below have been selected because of unusual character, established position in a field of knowledge, diversity of interests reflected, or other distinctive features.

Much work of comparable significance is in progress using the various libraries and laboratories on the main campus and in the Medical Center as well as in field settings. The libraries are described in the section on Physical Facilities. Most of the laboratories are under departmental administration although some of them serve interdisciplinary efforts. A list of such facilities would run to considerable length and would not represent the type or importance of projects under way.

Middle American Research Institute

The Middle American Research Institute, occupying the fourth floor of Dinwiddie Hall, carries on research in the history, humanities, and social sciences of Mexico and Central America, publishes books and monographs in this field, and maintains a small museum gallery and study collections consisting mainly of archaeological and ethnological specimens.

The Institute's recent major projects have been the assembling and editing of a 16-volume handbook of *Middle American Indians;* fifteen years of archaeological expedition in Mexico; and administration of Ford Foundation grants for Tulane research and publications in Latin America. With Ford funds, the institute sponsored faculty research in language and literature, sociology, political science, economics, anthropology, history, history of art, linguistics, and business administration in both Middle and South America.

MARI has published, or has in press, nearly 40 volumes of research on Middle America by Tulane faculty and scholars elsewhere, and 100 separates or preprinted monographs and booklets.

Institute of Comparative Law

The Institute of Comparative Law, established in 1949, serves as a research center both for students and practitioners of common law desirous of a contact with the modern Roman system and for civil law students and practitioners who seek to understand the common law, its methods and attitudes. The Institute fosters a teaching program emphasizing a comparison of the jural method and techniques of the two systems. Every year distinguished local, European, and Latin American scholars in the comparative law area are brought to the institute staff on a visiting basis. With the aid of grants from the Ford and Rockefeller Foundations, professorships in Latin American and European legal studies have been established.

The Institute affords an open forum for the free expression of ideas relating to civil law and common law, thus fostering a closer mutual understanding between students and practitioners of the two legal systems.

The Institute occupies quarters in Joseph Merrick Jones Hall, which houses the School of Law.

Tulane Cancer Clinical Research Center

The Cancer Clinical Research Center maintains an eleven-bed clinical unit with supporting laboratories and offices occupying one floor of the Lapeyre Miltenberger Buliding in the Charity Hospital of Louisiana complex in New Orleans. Often clinic facilities in Charity Hospital and the Tulane School of Medicine also are utilized in the program.

The Center has its own professional and paramedical staff, and is aided by investigators of several specialities who take part in its study of human cancer. It also serves an important training function with residents, research fellows, and students learning the techniques of clinical and laboratory cancer treatment and research through supervised participation each year.

The staff has attracted considerable interest with a technique called "regional chemotherapy by perfusion," in which cancer-fighting drugs are pumped through a stricken limb or organ which has been isolated by tourniquets from the general circulatory system. The method permits the injection of large doses of drugs that would severely injure the patient if allowed to circulate through the entire body.

A strong current interest is tumor immunotherapy. Efforts in this field have been directed primarily toward melanoma, widely seen in the fair-skinned person living in the Deep South.

International Center for Medical Research.

The School of Public Health and Tropical Medicine, in collaboration with other departments of the University, in 1961 established an International Center for Medical Research (ICMR) at Tulane with an overseas unit at the Universidad del Valle at Cali, Colombia.

The ICMR program, oriented to an interdisciplinary approach, provides unique training opportunities for those undertaking advanced study and research in specialty areas of public health, nutrition, and tropical medicine.

Interests at the Center currently focus on malnutrition, infectious diseases and community health services. Tulane faculty members who have worked at the Center include specialists in epidemiology, nutrition, microbiology, parasitology, tropical medicine, psychiatry, sociology, anthropology, biology, biostatistics, and civil engineering.

Computer Facilities

See discussions in sections on Campus Services and Physical Facilities, and item on Joint Systems Laboratory in this section.

Delta Regional Primate Research Center

The Delta Regional Primate Research Center is situated on a 500-acre tract of pine forest near Covington, La., across Lake Pontchartrain and about 35 miles from the main campus. It was established in 1962 with funds from the National Institutes of Health, and NIH has continued to provide principal support for the facility through an annual base grant and other awards for specific projects and programs.

This is one of seven centers set up by the federal government to engage in primate research and to aid other scientists interested in such

investigations. Its ownership and administration were vested in Tulane, but opportunities for research are available to scientists from other institutions.

The Center has a staff of about 25 resident scientists, most of whom hold Tulane faculty appointments. They are assisted by some 50 technicians and other support personnel. Their programs include work related to infectious diseases, cancer, neurobiology, reproductive physiology, anatomy, urology, and biochemistry.

Physical facilities include six permanent buildings which house laboratories, animal quarters, administrative offices, and maintenance shops. One laboratory is specially equipped to handle hazardous infectious disease organisms. There are also several outdoor enclosures for holding animals. A radiation field exposed to an 1,800-curie cobalt-60 source is used for long-term, low-dose exposures of experimental animals.

Research support services include clinical veterinary care, X-ray, pathology, and surgery. The total census of nonhuman primates at this Center varies from 600 to 700 animals representing 15 to 20 species. With some species, breeding programs have been initiated.

A library at the Center includes about 5,000 volumes, many of which are specifically related to primate research, and an extensive reprint file of studies on nonhuman primates.

Riverside Research Laboratories at the F. Edward Hébert Center

The Hebert Center comprises a 510-acre tract on the west bank of the Mississippi River near Belle Chasse, La., about 10 miles from the main campus and eight miles from the Medical Center. The site, a former naval ammunition and ordnance depot which was given to Tulane by the federal government, is named for U. S. Representative F. Edward Hebert, a Tulane alumnus, in whose Congressional district the Center is located, and whose efforts were instrumental in Tulane's acquisition of the property.

The tract contains 26 buildings of heavy concrete or brick construction and hundreds of acres of heavily wooded area and landlocked ponds. The Center thus provides opportunities for programs that would be impossible or impracticable on the city campuses because of such factors as noise, fumes, atomic radiation, and need for access to land and water areas.

Several research facilities have been established at the Hebert Center, through extensive remodeling of buildings and other adaptations of the area. These include:

Center for the Environmental Sciences, consisting of an Environmental Engineering Laboratory and a Systematic and Environmental Biology Laboratory.

Nuclear Physics Laboratory.

Aerospace Engineering Laboratory.

Developmental Biology Laboratory (Department of Anatomy).

The Meade Natural History Library also is located at the Hebert Center.

Sociology and Anthropology Research Center

The Sociology and Anthropology Research Center is equipped with laboratories for archaeology and physical anthropology, with electronic instruments for ethnomusicology and linguistics, and with

calculators and card processing machines. The Center serves for graduate training and faculty research.

Tulane Urban Studies Center

The Tulane Urban Studies Center, situated in Alcee Fortier Hall, is designed to provide an interdisciplinary focus for research and training in urban and metropolitan problems. Particular attention is given to the New Orleans area and the Gulf South region. Activities of the Center are of interest to a variety of disciplines including sociology, political science, economics, architecture, civil engineering, social work, public health, law, and business administration.

Joint Systems Laboratory

The School of Engineering has provided some of the additional equipment needed for research in fields of advanced engineering technology by developing a systems laboratory. This development, initiated by the School's Joint Systems Group, covers the entire spectrum of computing and control capability from analog through closed-loop hybrid to digital. This facility also includes significant capability in such areas as acquisition, handling, and conversion of information in the form of analog signals, digital data, and/or images. This development is coordinated with the Tulane Computer Laboratory so that they will supplement each other.

The Systems Laboratory provides the equipment for current research programs sponsored by several government agencies. It also relates to a regularly scheduled series of graduate courses in information and automata theory, digital logics systems design, analog computation and simulation, and hybrid computing systems design.

Institute for Health Services Research

The Tulane Institute for Health Services Research functions as the research base in a multidisciplinary, University-wide attempt to develop more efficient methods for the organization and delivery of health services. Primary emphasis of the Institute is directed toward the design and evaluation of desirable and economically feasible models for health, nutrition, and family planning delivery systems on the local, national, and international levels.

Oak Ridge Associated Universities

Tulane is one of the sponsoring institutions of the Oak Ridge Associated Universities. Through this cooperative association the facilities and research staffs of the National Laboratories at Oak Ridge, Tennessee, are available to assist Tulane faculty and student research.

When graduate students have completed their resident work it is possible, by special arrangement, for them to go to Oak Ridge for further research and preparation of their theses or dissertations. Tulane faculty members may go to Oak Ridge for varying periods, usually not less than three months, for advanced study in their particular fields. Ten-week research appointments, mostly in the summer, are open to college juniors on a highly competitive basis.

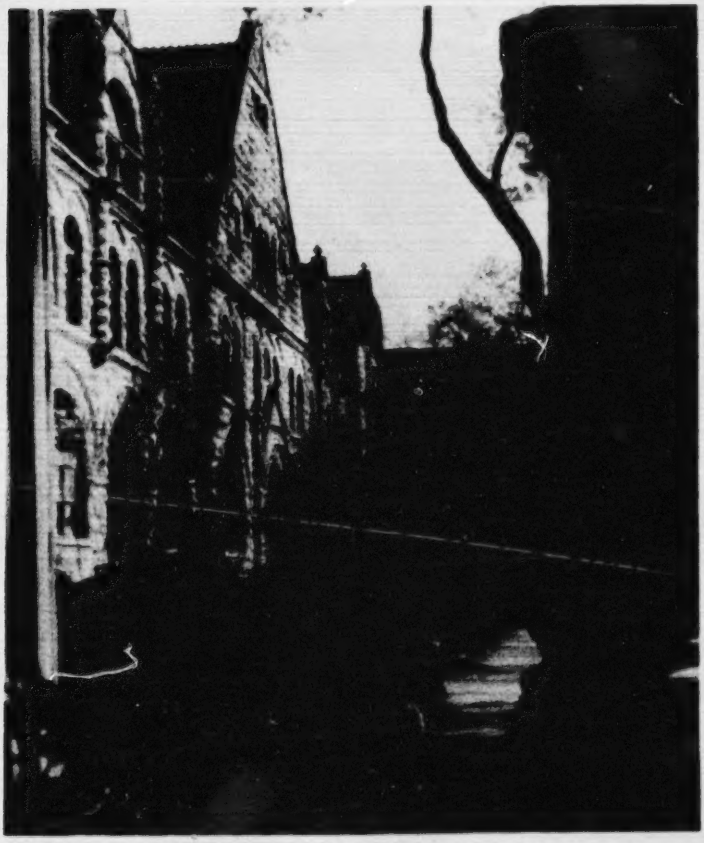
C. JOURNALS AND SERIALS

The scholarly journals and serials listed below are published at

Tulane. In those marked with an asterisk, many or most of the manuscripts are from authors outside the University. Contributions appearing in the others present the results of research done, in most cases, by Tulane faculty members.

**Publications of the Middle American Research Institute* (books, monographs, and papers)

**Tulane Law Review*
Tulane Medicine
Tulane studies in English
Tulane Studies in Geology and Paleontology
Tulane Studies in Philosophy
Tulane Studies in Political Science
Tulane Studies in Romance Languages and Literature
Tulane Studies in Social Welfare
**Tulane Studies in Zoology and Botany*



V. POLICIES CONCERNING FACULTY

A. STATEMENT ON ACADEMIC FREEDOM, TENURE, AND RESPONSIBILITIES

The following statement was approved by the University Senate on March 1, 1971, and by the Board of Administrators on March 2, 1971.

Preamble

Tulane University, as an institution of higher learning, exists for the pursuit and communication of knowledge. It serves the common good rather than the interest of individual teachers or the University as a whole. The common good depends upon the free search for truth and respect for the individual and the processes by which inquiry and teaching are pursued.

Academic freedom is essential in a university and should apply to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in teaching is fundamental for the protection of the rights of the teacher so far as teaching is concerned and for the student so far as freedom to learn is concerned. Such freedom, of course, carries with it duties and responsibilities which are correlative to these rights.

Tenure for faculty members is a means to an end and not the end in itself. It embraces specifically: (1) Freedom in teaching and research and extramural activities; (2) A sufficient degree of economic security to make the teaching profession attractive to persons of ability. Guarantees of freedom and economic security to faculty members are indispensable to the success of a university in fulfilling its obligations to the students and to society.

Faculty status, including appointments, reappointments, decisions not to reappoint, promotions, the granting of tenure, discipline and dismissal, is primarily a faculty responsibility. The power of review or final decision should be exercised adversely only in exceptional circumstances, and for reasons communicated to the faculty. The primary responsibility of the faculty for such matters is based upon the fact that judgment of faculty members is central to general educational policy. Furthermore, scholars in a particular field or activity have the chief competence for judging the work of their colleagues; in such competence it is implicit that responsibility exists for both adverse and favorable judgments. Likewise, there is the more general competence of experienced faculty personnel committees having a broader charge, such as that assigned to the Senate Committee on Faculty Tenure, Freedom and Responsibility. Determinations in matters of faculty status should first be by faculty action through established procedures with subsequent review by the Dean of the appropriate School or College and other academic officers as are designated by the President of the University with the concurrence of the Board of Administrators.

Article I
Faculty Membership

Section 1. The faculty of Tulane University is defined as those

engaged in teaching and research appointed to appropriate faculty status by the Board of Administrators of the University in accordance with the existing constitutions of the various Schools and Colleges of the University. Under special circumstances personnel of the University libraries may be appointed to faculty status.

Section 2. Authorized faculty designations are: Professor, Associate Professor, Assistant Professor, and Instructor. It shall be the responsibility of the individual School or College to determine the ranks of its faculty, i.e., Professors, Associate Professors, Assistant Professors, and Instructors. A faculty may also designate special faculty titles, such as Lecturer or Associate, and it may use descriptive terms such as clinical, adjunct, part-time, or visiting faculty members in any authorized designation. Positions with designations such as Research Assistant, Teaching Assistant, Administrative Assistant, Secretarial Aid, and the like, are not indicative of membership in the faculty of Tulane University or in any of its Schools, Colleges or Divisions.

Article II
Appointments

Section 1. The conditions of each appointment, including salary, rank, term of appointment, and tenure, shall be stated and confirmed to the faculty member in writing by the Dean of the School or College. Any subsequent extensions or modifications of an appointment, and any special understandings, shall be stated and confirmed in writing by the Dean of the School or College.

Section 2. Each person appointed to the faculty of a School or College shall be considered a member of the faculty of the University.

Section 3. Each School or College shall determine the qualifications required of the respective faculty ranks and apply its own standards of professional qualification for appointments and promotions.

Section 4. There shall be two kinds of faculty appointment: *Special* and *Regular*.

Section 5. A *special* appointment neither gives tenure nor is to be regarded as a probationary appointment that may lead to tenure. The following are examples of special appointments:

A prearranged restricted term of service--(a) an appointment as a visiting professor, (b) an appointment for a summer session only, (c) an appointment for a special project, (d) an appointment for a definite time limit, and (e) an appointment concerned with a project for which continued financial and salary support is not assured.

Section 6. A *regular* appointment may be either probationary, with the prospect of tenure, or continuous, namely an appointment with immediate tenure.

Section 7. Nothing in this statement shall prevent a special appointment from being converted into a regular appointment at the option of the University and the School or College to which the faculty member is attached. In such cases the time spent under the special appointment may be counted as part of the probationary period.

Section 8. A faculty member may terminate his appointment by resignation effective at the end of an academic year, provided he gives notice in writing at the earliest possible opportunity in accordance with the rules of a particular School or College but, in no case, later than

May 15, or thirty days after receiving notification of the terms of his appointment for the coming year, whichever date occurs later. The faculty member may request a waiver from the University of this requirement of notice in case of hardship or in a situation where he would otherwise be denied substantial professional advancement or other opportunity.

Article III
Probationary Regular Appointments

Section 1. The purpose of the probationary period is to provide opportunity for demonstration of the suitability of the appointee for an appointment with permanent tenure at Tulane University.

Section 2. Appointment during the probationary period shall normally be for a period of one year at a time.

Section 3. The probationary period shall not exceed seven years, including within this period full-time service in primarily a teaching capacity in any accredited institutions of higher education; except that after a term of full-time service of more than three years in one or more such institutions, it may be mutually agreed in writing at the time of the initial Tulane appointment that, except for an individual who has attained tenure elsewhere, the probationary period may be as long as four years even though thereby the person's total probationary period in the academic profession is extended beyond the expected maximum of seven years.

Section 4. Any initial appointment at Tulane University may be made or, within the limits stated in Article III, Section 3, extended without tenure by written agreement between the faculty member involved and Tulane University. If the faculty member has attained tenure in an accredited institution of higher education, the probationary period shall not exceed three years. The notice periods required are the same as in Article III, Section 7.

Section 5. Any appointment after the faculty member has completed the probationary period automatically carries tenure.

Section 6. Notification in writing of appointment or reappointment shall be made annually by the proper administrative officer in the case of each faculty member who has a probationary regular appointment. After a faculty member has received appointment to a position with tenure, he need receive no further notification of reappointment to maintain tenure, except as hereinafter provided in Article IV, Section 1.

Section 7. Written notice of nonreappointment of a person during his probationary period must be given:

(a) not later than March 1 of the first academic year of service, if the appointment expires at the end of that year, or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination; or

(b) not later than December 15 of the second academic year of service, if the appointment expires at the end of that year, or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination; or

(c) at least twelve months before the expiration of an appointment after the faculty member has served for two or more years at Tulane University.

Section 8. If the faculty member is in his final year of probation and has not received notice of nonreappointment, although he does not have tenure until he completes his final year of probation, he cannot be dismissed without academic due process as defined in Article VI.

Article IV
Continuous Regular Appointment with Tenure

Section 1. An appointment with tenure is defined as meaning that a faculty member's services shall be terminated only for the following reasons:

1. Attainment of the retirement age (Article XIII).
2. Acceptance of faculty member's resignation.
3. Extraordinary circumstances caused by financial exigencies or by a bona fide discontinuance of a program or a department of instruction.
4. Dismissal for adequate cause.

Section 2. The terms and conditions of the latest consummated appointment shall not be modified without the consent of the faculty member except for adequate cause, or attainment to retirement age, or financial exigencies, or a bona fide discontinuance of a program or a department of instruction.

Section 3. An appointment with tenure may be made with the first appointment to the faculty of Tulane University or it may follow a probationary appointment as defined in Article III.

Section 4. Appointments to administrative positions, including Departmental Chairmanship, Dean, Director, or General University Administrative Offices (such as the President, Vice President and Business Manager) have no tenure in office. a Faculty member who also holds an administrative position may be removed from the administrative position, but not from his faculty membership, without reference to the principles of academic tenure.

Article V
Termination of Tenure

Section 1. Termination of an appointment with tenure or of a special or probationary regular appointment before the end of the specified term may be effected only for (i) financial exigency, (ii) bona fide discontinuance of a program or a department of instruction, (iii) incapacity for medical reasons, (iv) the attainment of retirement age as defined in Article XIII hereof, or (v) for adequate cause.

Section 2. Termination for adequate cause shall only be effected in accordance with the dismissal procedures set forth in Article VI hereof. The term "adequate cause" shall mean unfitness to teach for reasons which include but are not limited to incompetence, lack of scholarly objectivity and integrity, serious misuse of the classroom or of academic prestige, serious interference with the academic freedom of others, gross personal misconduct, or conviction of participation or conspiracy to overthrow the Government by force.

Section 3. Where termination of appointment is based upon financial exigency or bona fide discontinuance of a program or department of instruction, Article VI shall not apply, but faculty

members shall be able to have the issues reviewed by the faculty of the School of College in which they hold appointment, then by the Senate Committee on Faculty Tenure, Freedom and Responsibility, with ultimate review of all controverted issues by the Tulane Board od Administrators. In every case of financial exigency or discontinuance of a program of department of instruction, the faculty members concerned shall be given notice as soon as possible and never less than twelve months' notice, or in lieu thereof they shall be given severance salary for twelve months. Before terminating an appointment because of the abandonment of a program or department of instruction, the institution shall make every effort to place affected faculty members in other suitable positions. If an appointment is terminated before the end of the appointment period because of financial exigency or because of the discontinuance of a program of instruction, the terminated faculty member's place shall not be filled by a replacement within a period of two years following the effective date of his termination, unless the terminated faculty member has been offered reappointment and a reasonable time within which to accept or decline it.

Section 4. Termination of a tenured appointment, or of a probationary or special appointment before the end of the appointment period, for medical reasons, shall be based upon clear and convincing medical evidence which shall, if the faculty member so requests, be reviewed by the Senate Committee on Faculty Tenure, Freedom and Responsibility before a final decision is made by the Board of Administrators on the recommendation of the President.

Article VI
Dismissal Procedure

Section 1. Adequate cause for a dismissal shall be related, directly and substantially, to the fitness of the individual in his professional capacity as a teacher, researcher, or faculty member. Dismissal will not be used in order to restrain faculty members in their exercise of academic freedom or their rights as American citizens.

Section 2. If a faculty member is accused of misconduct which may lead to his dismissal from a tenured position or from a non-tenured position before the end of the specified term, the following preliminary steps must be taken: (a) A discussion between the faculty member and appropriate administrative officers directed toward a mutually acceptable settlement; (b) informal inquiry by the executive committee of his School, College or Division, or equivalent committee (preferably a committee composed of faculty members elected by the general faculty of the School, College or Division), which may, failing to effect an acceptable settlement, determine whether in its opinion dismissal proceedings should be undertaken, without its opinion being binding upon the President. (1968 AAUP Recommendations.)

Section 3. A dismissal proceeding for adequate cause shall be preceded by a statement of charges drawn up with reasonable particularity by the President or his designated representative. The faculty member concerned upon written request made within twenty days following delivery of such statement of charges to him shall have the right to be heard by a Hearing Committee composed of the members of the Senate Committee on Faculty Tenure, Freedom and Responsibility. If the faculty member does not request a hearing or deny the charges in writing within said twenty-day period, the President will make his recommendations to the Board for a disposition of the case on the basis of the evidence available to him. A member of the

Hearing Committee will remove himself from the case, either at the request of a party to the case or on his own initiative, if he deems himself disqualified for reasons of bias or personal interest. The place of this member of the Committee shall remain vacant unless a substitute has been elected by the faculty of his School or College prior to the date fixed for the hearing as required by subsection (a) of this Section 3.

(a) As soon as practicable after receipt of a written request for a hearing and in any event within twenty days, the Hearing Committee shall serve written notice of the hearing with a copy of the statement of charges on the faculty member and the President or his representative of the date and place of the hearing which shall be not sooner than twenty days nor later than forty days prior to the date fixed for the hearing. The faculty member may waive a hearing or may respond to the charges in writing at any time before the hearing. The faculty member may also waive a hearing but deny the charges against him or assert that the charges do not support a finding of adequate cause. In any such event the Hearing Committee may investigate and shall evaluate all available evidence and make its findings and recommendations upon the evidence in the record before it.

(b) The hearing shall be private, unless the Hearing Committee, the President or his designated representative, and the faculty member all agree that the hearing shall be public.

(c) During the proceedings the faculty member shall be permitted to have legal counsel and an academic adviser of his own choice. The University shall have the same rights to have legal counsel and an academic adviser of its own choice.

(d) At the request of either party or the Hearing Committee, a representative of a responsible educational association shall be permitted to attend the proceedings as an observer. Other representatives may be admitted or excluded at the discretion of the Hearing Committee.

(e) A verbatim record of the hearing or hearings shall be taken and a typewritten copy shall be made available to the faculty member without cost to him.

(f) The burden of proof that adequate cause exists rests with the University and shall be satisfied only by a clear preponderance of the evidence.

(g) The Hearing Committee shall grant adjournments of reasonable periods of time, not to exceed ten days, to enable either party to investigate evidence about which a valid claim of surprise is made.

(h) The faculty member shall be afforded an opportunity to present necessary witnesses in his defense and documentary or other evidence, and the University shall, insofar as it is possible, secure the cooperation of such witnesses and make available necessary documents and other evidence within the control of the University.

(i) The faculty member and the representative of the University shall have the right to confront and cross-examine all witnesses. Where the witness cannot or will not appear, but the Committee determines that the interests of justice require admission of his statement, the Committee shall identify the witness, disclose his statement, and if possible provide for interrogatories.

(j) In a hearing involving charges of incompetence, the testimony shall include that of qualified faculty members from Tulane or other institutions of higher education.

(k) The Hearing Committee shall not be bound by strict rules of legal evidence, and may admit any evidence which is of probative value in determining the issues involved. Every possible effort shall be made to obtain the most reliable evidence available.

(l) As soon as practicable and in any event not later than fifteen days following receipt of the transcript of the hearing, the Hearing Committee will make explicit findings of fact and arrive at conclusions based solely on the hearing record with respect to each of the charges contained in the statement of charges and shall give a concise statement of its reasons for so finding and concluding. The findings, conclusions and statement of its reasons shall be promptly delivered to the President or his representative and to the faculty member or his representative.

(m) As soon as practicable and in any event within fifteen days following receipt of the Committee's findings, conclusions and statement of reasons, the President shall either agree or disagree with the Hearing Committee's report. If the President disagrees with all or any portion of the Hearing Committee's report, he shall promptly notify the Hearing Committee and the faculty member involved, stating his reasons for such disagreement in writing and allow fifteen days for response from the Hearing Committee before transmitting the case to the Board of Administrators.

(n) Should questions involving procedure relating to the hearing arise before or during the hearing which are not covered by this statement, the Hearing Committee shall decide such questions.

(o) Except for such simple announcements as may be required covering the time of the hearing and similar matters, public statements and publicity about the case by the faculty member or his counsel, members of the Hearing Committee, administrative officers of the University, or members of the Board of Administrators, shall be avoided as far as possible until the proceedings, including consideration by the Board of Administrators of Tulane University, and appeal action, as provided in Article VII, if any, shall have been completed and communicated to the faculty member.

(p) Statements of charges, notices of hearings and all other notices or communications required or permitted by this Senate Statement shall have been correctly served if delivered by hand or sent Certified Mail to the faculty member or his counsel and to the President or the University's counsel.

Article VII
Action by the Board of Administrators of Tulane University

(a) The faculty member shall have the right to a review of the matter by the Board of Administrators. In the event that the faculty member desires the Board to review the matter, he shall within ten days of receipt of the final action by the President request such review in writing and send or deliver a copy of such request to the President. The President shall thereupon transmit the complete record of the proceedings, including the findings, conclusions and statement of reasons by the Hearing Committee and the action of the President with relation thereto, to the Board of Administrators. On or before thrity days following the date on which the faculty member filed his request for a review by the Board of Administrators, he or his representative may submit a brief or memorandum in support of his position setting forth his reasons why the dismissal or other recommended penalty should not be imposed.

(b) The Board of Administrators will set a time and place for argument by the faculty member and the President or their respective representatives. The Board's review will be based solely on the record of the proceeding before the Hearing Committee.

(c) In the event that after hearing the Board disagrees with the

findings and conclusions of the Hearing Committee, it will return the proceedings to the Hearing Committee with its findings and conclusions. The Committee shall within twenty days thereafter reconsider its findings and conclusions and may receive new evidence if the receipt of evidence is necessary and thereafter return the proceedings to the Board together with its report on the results of its reconsideration and such additional findings and conclusions as may be required by any new evidence received. The Board of Administrators shall make a final decision contrary to the report of the Committee on reconsideration only after a conference between the President or his designated representative, three members of the Board and three members of the Hearing Committee convened for the purpose of attempting to reconcile the conflicting opinions.

Article VIII
Suspensions

Until the final decision whether or not to terminate an appointment has been reached, the faculty member shall not be suspended or assigned to other duties in lieu of suspension, unless immediate harm to himself or others is threatened by his continuance. Salary shall continue during the period of suspension. Before suspending a faculty member, pending an ultimate determination of his status through the University's hearing machinery, the President of the University or his designated representative shall consult with the Senate Committee on Faculty Tenure, Freedom and Responsibility. Suspension, except as provided for in the first sentence of this Article, is an appropriate sanction only following a hearing; a suspension which is intended to terminate an appointment can only be dealt with as a termination.

Article IX
Terminal Salary or Notice

If a faculty member's appointment is terminated, the faculty member shall receive his salary or notice in accordance with the schedule of notice to which he is entitled under Article III, Section 7, or, if he has tenure, for at least one year. This provision for terminal notice or salary need not apply in the event that there has been a finding that the conduct which justified dismissal involved moral turpitude or the commission of a felony. On the recommendation of the Hearing Committee or the President, the Board in determining what, if any, payments shall be made beyond the effective date of dismissal, may take into account the length and quality of service of the faculty member.

Article X
Academic Freedom and Responsibilities of the Faculty

Section 1. All members of the faculty, whether tenured or not, are entitled to academic freedom as set forth in this document.

Section 2. A member of the Tulane University faculty is entitled to full freedom in inquiry and research and in the publication of the results thereof; he is entitled to complete freedom in discussing all aspects of his subjects in the classroom; he enjoys the same rights, privileges and prerogatives of citizenship as are enjoyed by all American citizens; and the full exercise of these freedoms, rights and privileges cannot serve as a basis for dismissal from his faculty position.

Section 3. The exercise of freedom entails responsibilities. The

faculty member's responsibility to his students demands that he present his subject accurately, adequately, and fairly, without narrow partisanship or bias. His responsibility to his colleagues and to the University demands that he maintain a level of training, knowledge and contacts necessary to keep pace with developments in his own field of specialization, that his professional activities be conducted according to high standards of scholarship, and that his extra-professional activities do not intentionally bring the University into disrepute. His responsibility to the community at large demands that he be honestly and sincerely devoted to the ideals of the discovery and dissemination of truth and knowledge. He must recognize no responsibility to any person or group outside of the University for the content or methods of his teaching.

Section 4. The Tulane University Senate recognizes that legislative committees have broad investigative powers for specific purposes, and that under both the compulsion of law and the dictates of civic duty, all persons, including college professors, should cooperate with these committees. The University does not, however, require faculty members to relinquish the freedoms and protections sanctioned by the Bill of Reights or to contravene the dictates of their own consciences.

Section 5. The appearance of a faculty member before a legislative investigative committee may be fraught with danger to himself, to the University, or to both. It is therefore urged that if a Tulane professor is summoned to appear before such a committee, he should inform the President of the University and avail himself of the advice offered by the Senate Committee on Faculty Tenure, Freedom and Responsibility.

Section 6. Tulane University recognizes that invocation of guarantees under the Bill of Rights or refusal to answer questions on conscientious grounds may, under certain conditions, be illegal, is sometimes interpreted by legislative investigating committees as confession of guilt, and may lead segments of the general public to make inferences of guilt. But neither such acts nor the admitted or proven present or past membership in any organization valid under law, are in and of themselves justifiable cause for dismissal from the faculty. In particular cases, however, such circumstances may be taken as a warrant for the Dean or Director of the Faculty with which the teacher is primarily connected to open the question of the qualifications of a faculty member to occupy a teaching post.

Section 7. The University is the sole judge of a faculty member's fitness to teach, even in cases resulting from proceedings of legislative investigating committees. Such cases should be handled by the Senate Committee on Faculty Tenure, Freedom and Responsibility to afford the accused all the protection outlined in Section VI (1). The Senate Committee on Faculty Tenure, Freedom and Responsibility should expect the faculty member in such an instance to answer all pertinent questions with full and complete candor. The Senate Committee on Faculty Tenure, Freedom and Responsibility shall be bound by the principles that the invocation of guarantees under the Bill of Rights, and refusal to answer the questions of an investigating committee on grounds of conscience, do not in and of themselves constitute grounds for dismissal from the faculty. It shall further be bound by the principle that admitted or proven past membership in any organization valid under law does not constitute grounds in and of itself for dismissal from the faculty.

Section 8. As individual citizens, faculty members are free to engage in political activities, including candidacy for public office. Where necessary, leaves of absence may be given for the duration of an election campaign or a term of office on timely application, and for a

reasonable period of time. The terms of such leave of absence shall be set forth in writing, and the leave shall not affect the tenure status of a faculty member, except that time spent on such leave shall not count as probationary service unless otherwise agreed to.

Section 9. Academic freedom includes the obligation to respect the rights of others to freedom of speech, the right to be heard, freedom from personal force and violence, freedom of movement, and freedom from personal harassment of such a character as to constitute grave disrespect to an individual's dignity. Academic freedom does not include the right to interfere with the freedom of speech and actions of others. Any such interference must be regarded as a serious violation of the personal rights upon which the community of Tulane University is based; such interference shall be regarded as an unacceptable obstruction of the essential processes of the University.

Article XI
Academic Freedom of Nontenured Teachers

Any person in a faculty status serving the University in a teaching or research capacity who does not have tenure, whether full-time or part-time, who alleges that considerations violative of academic freedom contributed significantly to a decision not to reappoint him, should direct his complaint to the executive committee of his School or College, or equivalent committee (preferably a committee composed of faculty members elected by the faculty of the School or College), which shall seek to settle the matter by informal methods within a period of ten days after the complaint has been made to the executive committee or equivalent committee. The aggrieved person's allegation shall be accompanied by a statement that he agrees to to the presentation, for the consideration of the faculty committee, of such reasons and evidence as the insitution may allege in support of the decision not to reappoint him. If the complainant is unsatisfied at this stage, he may appeal to the Senate Committee on Faculty Tenure, Freedom and Responsibility within a period of twenty days after the decision of the executive or equivalent committee of his School or College has been delivered to him. If the Senate Committee on Faculty Tenure, Freedom and Responsibility, having considered the School or College's Faculty Committee's report and having heard the complaint, decides there is reason to believe that the complainant's academic freedom may have been violated, the Senate Committee on Faculty Tenure, Freedom and Responsibility will hear the matter in the manner set forth in Articles V and VI, except the complainant is responsible for stating the grounds upon which he bases his allegations and the burden of proof shall rest upon him in the hearing.

Article XII
Teaching Assistants, etc.

Graduate student teaching assistants, although their supervised teaching is a required part of their educational program for various master's and doctoral degrees, are entitled to protection of their academic freedom. The School or College faculty responsible for the educational program of the graduate student will institute procedures to protect his academic freedom. Should that faculty fail to institute such procedures, it shall be deemed to have adopted the procedures set forth in Article XI.

Article XIII
Retirement

Tenure shall lapse with the close of the fiscal year during which the faculty member reaches the age of 65 years. At the option of the University, however, the faculty member may be reappointed on a year-by-year basis, in a teaching or research capacity, until the close of the fiscal year during which he reaches the age of 70, when retirement shall be mandatory.

B. OFF-CAMPUS SPEAKING

A university professor enjoys the same civil rights as every citizen, including the right to speak according to his conscience in public and private.

When a member of the Tulane faculty speaks as an expert, i.e., within his own professional area, he is entitled to identify himself as a member of the University. When he speaks as a layman, he should not use his University associations.

When speaking as an individual, as either expert or layman, he is expected to avoid giving any impression that he is representing the University.

C. RESEARCH AND SCHOLARSHIPS

1. General Policies

Every member of the Tulane faculty on full-time teaching status is encouraged and expected to engage in research, scholarship, or creative effort in the field of his specialty, and to present the results of his endeavors in publications or other appropriate form.

At Tulane, research and teaching are not generally thought of as wholly separate undertakings. The spirit of research permeates all genuine university teaching.

(Note also pertinent provisions in "Statement on Academic Freedom, Tenure, and Responsibilities," e.g., Article X, Sections 2 and 3.)

The following statement was made in the report of the Committee on Research and Sponsored Projects in the decennial University Self-Study of 1967-68:

"At Tulane University, as in other universities, the faculty member has complete freedom in his choice of field of inquiry. It is the faculty member's privilege, indeed his right, to pursue his own interests wherever his curiosity leads him. This unrestrained freedom carries with it an obligation of the faculty member to make the results of his inquiry freely available to students, colleagues, and the public. No aspect of research is subject to secrecy. The results of the scholar's research are freely publishable in the open literature.* The principal beneficiaries of the faculty member's research activities are the students. Tulane University thus envisions itself as a community of scholars dedicated to the pursuit of truth in which the students are apprentices.

"The foregoing views are consistent with the University policy on the conduct of research programs. The following statements are taken from the University's 1964 document, *Guidelines for the Preparation and Transmittal of Proposals for Extramural Support of Special Projects:*

"Careful consideration must be given to the acceptance of each

*See also Sections V-C, 2 and V-C, 5.

grant or contract. The extramurally sponsored projects of the University should represent the actual sphere of interests, talents, and plans of the faculty and students. Projects should be undertaken according to the concern and competence of the project director and the judgment of his colleagues. No project should be accepted merely because of the likelihood that it will be of value to some outside agency. Neither should a project be eschewed just because it may have practical application. Realistically, of course, sponsors must be found for a major portion of the special projects undertaken at any university. However, a university cannot function primarily as a service agency and simultaneously remain a community of scholars.'

'The administrators and faculty representatives have developed a sound and workable set of policies and procedures for the submission of research proposals to extramural agencies. The policies set forth in the above-mentioned *Guidelines* (Tulane, 1964) assure that the research programs supported by external agencies are closely related to academic objectives. Typically, the review of faculty proposals is confined to an assessment of the fiscal responsibility which the University is expected to assume. Individual investigators initiate and formulate proposals which the department chairmen review with particular reference to availability of space. The Dean assesses the proposal in terms of its impact on his administrative unit, and expresses his approval by signature to the Director of Sponsored Programs. The Director reviews the proposal to determine its consistency with University plans, policies, and objectives. He also examines the proposal in terms of availability of University funds. Approval by the Director completes administrative review. If a policy, program or fiscal change is called for by the proposal, the Director makes necessary determinations and takes appropriate action. This procedure is working effectively.

"The individual investigator normally requests the full cost of his research program, especially of salaries and overhead. The extramural sponsor is charged with salary costs proportionate to the percentage of effort which the investigator devotes to his project. A definite policy has been established concerning summer salaries. The recipient of a grant is entitled to receive one-ninth of his regular academic year salary exclusive of TIAA for each summer month of 100 percent research effort for a maximum of three months. This policy applies to those faculty members who are on an academic year basis. The National Science Foundation, however, limits summer payments to two months.

"With respect to salary supplements during the academic year, University policy provides that normally no salary supplements are paid in addition to regular salary. Exceptions with prior approval are made when the faculty member performs services over and above his regular assignment. Examples would include participation in special workshops and short training courses."

The Director of University Development functions also as Director of Sponsored Programs, with the responsibilities mentioned in statement quoted above.

The Office of University Development maintains files on current policies, programs, and available funds of government agencies, foundations, corporations, and other potential sources of support. Staff members of that office will discuss with a faculty member his plans for a project, will recommend probable sources of support, and will assist in the preparation of proposals.

2. Publication.

Guidelines for the Preparation of Proposals and the Administration of Special Projects (Tulane, 1964) stated:

"Publication of research results by Tulane faculty members and

students is strongly encouraged. It is University policy to assure maximum rights of publication to investigators. An agreement giving the sponsor permanent and exclusive benefits of research results will be entered into with agencies of the United States government only when such an agreement is in the national interest.

"Even on classified work, publication of reports on unclassified aspects is encouraged. A clause in most government contracts specifically protects the University's right to publish all unclassified research materials as it sees fit."

3. Study and Research Leaves.

a. SABBATICALS.

Sabbatical leaves may be granted "for the primary purpose of enhancing the value of the recipient's further service to the University and his profession—through the media of study, research or publication, undertaken to improve pedagogical techniques, solve administrative problems, broaden the scope of one's knowledge in his chosen field."

A faculty member may receive a one-semester leave with full salary, provided that no replacement for his teaching services be made, or leave for one academic year at half-salary, with the provision that his department could use the other half of his annual salary to support a one-semester teaching replacement.

Eligible members include persons in the rank of assistant professor or above who have completed twelve semesters of full-time service in residence at Tulane prior to the leave.

Sabbatical leave is granted only if there will be the opportunity for at least one full year of University service upon return.

b. LEAVE OF ABSENCE.

Leave of absence for an academic year or less may be granted to a faculty member to accept a fellowship, visiting professorship, or other temporary appointment. Each case is considered individually. A faculty member granted leave is expected to return to the University for at least one full year of service.

c. UNIVERSITY COUNCIL ON RESEARCH.

The University Council on Research offers a modest degree of assistance to faculty scholarship by awarding a few summer research leaves and providing funds in limited amounts for such purposes as travel, typing of papers, and purchase of reprints, microforms, books or source materials. It does not support research projects as such.

Before the Sabbatical Leave program was instituted the Council, with foundation support, awarded a number of research and study leaves of a semester or more to faculty members whose principal needs were for time and travel and who were unable to obtain outside grants for their projects.

4. Patents and Copyrights.

Patents

Any participant in a sponsored research project must accept the patent provisions in the agreement between the University and the sponsor.

GOVERNMENT-SPONSORED RESEARCH

Patents developed in the course of such research are controlled by the terms of the contracts or grants. The general requirement is that the government shall receive a royalty-free, irrevocable, non-exclusive license as regards domestic patents. Under some contracts the government holds sole title and rights to all foreign patents. Faculty

members accepting such research contracts are requested to execute such waivers or agreements as will permit the University to comply with its obligations to the government.

RESEARCH SPONSORED BY INDUSTRY

If a patentable discovery is made during the projects sponsored by industry, the faculty member will advise the Executive Vice-President. The Executive Vice-President shall be responsible through consultation to determine the advisability of patenting according to University policy. If it appears wise for the University to take further action, the matter will be referred to the Business Manager and Comptroller for further action. If a negative conclusion is reached, the matter will be turned back to the inventor to handle as he desires.

PERSONAL RESEARCH

A member of the faculty who has made a patentable discovery should advise the Executive Vice-President. The Executive Vice-President, when advised of his intention, may raise the question of whether the University has an equity in the proceeds of the invention because of the use of University facilities. In such event, the determination of the character and amount of University equity in an invention will be settled in conference between University officials and the faculty member or members concerned.

CONSULTING

Consulting agreements with business firms frequently contain provision as to the licensing or assignment of the consultant's inventions and patents. All consulting agreements will be reviewed by the appropriate dean to determine their compliance with University patent policy.

If a member of the faculty or staff undertakes outside consulting or personal research while participating in sponosred research, particular care should be taken to avoid any conflict of interests between the patent conditions of a consulting agreement and the patent conditions of the sponsored project.

Copyrights

In general, all copyrights shall be reserved by the author. The distribution of royalties is a matter of arrangement between the author and his publishers or licensees. Exceptions *may* occur as a result of special agreements or where the University has employed personnel to produce specific results.

5. Classified research.

The following statement was included in the report of the Committee on Research and Sponsored Projects in the decennial University Self-Study of 1967-68:

"The aspect of classified or secret research merits particular attention. Classified research encompasses projects requiring security clearance for participants and/or restrictions on publications. Classified or privileged research is basically incompatible with academic purposes. Classification places both the research and the investigator outside the academic community. Accordingly, a project which requires clearance for participants or which forbids publication of the results is not acceptable to the University. This is not to be construed to deny scholars access to classified materials which support, but are incidental to, their publishable research.

"One might argue that a policy of not accepting classified contracts and projects is in itself an intrusion on the faculty member's

freedom to pursue any line of inquiry, whether secret or not. But academic freedom is coupled with academic responsibility. It is the faculty member's implicit responsibility to publish his findings and evidence openly. Stated another way, the faculty members have a responsibility to the University to maintain it as a center for free and open inquiry."

Guidelines for the Preparation of Proposals and the Administration of Special Projects (Tulane, 1964) stated:

"Classified research is not acceptable. International conditions, the question of national defense, and the security 'atmosphere' at any particular time may justify some relaxation of adherence to this policy."

6. Consulting.

Every member of the faculty shall be given the opportunity to engage in private consulting work within the restrictions specified by the division of the University in which he is appointed. The faculty member is expected to inform his department head or chairman of the details of any arrangement for consulting. No faculty member should accept employment that would bring him, as an expert or in any other capacity, into conflict with the interests of the University, or would interfere with the performance of his primary responsibilities of teaching and research.

The University assumes no responsibility for private consulting services rendered by faculty members. A faculty member must make it clear to those who employ him that his work is personal and not related to the University and that the name of the University is not to be connected with the service rendered or the results obtained.

A formal agreement must be made between the University and the sponsor for consulting projects requiring the use of University facilities.

A faculty member may not receive payment for consultation or other services performed for other departments or schools within the University unless such payment in an integral part of his salary.

D. TEACHING LOADS, OVERLOADS, OFFICE HOURS, ETC.

Because of differences among the colleges and schools in methods, schedules, and requirements of instruction, policies on these matters are subject to variation. Information should be obtained from the appropriate dean or department head.

E. APPOINTMENT TO ADMINISTRATIVE OFFICE

When a member of the faculty is appointed to an administrative office, he retains full faculty status, even if he is entirely relieved of teaching duties. He likewise retains any membership held at the time of his administrative appointment in the faculty of a particular college or school. The rules of tenure continue to apply in regard to his faculty status but not to the administrative position.

Promotion or salary increase in the administrative position is independent of faculty considerations; promotion in faculty rank will continue to depend on policies of the college or school in which the officer retains membership.

Full-time administrative officers with faculty status normally

perform their duties on a twelve-month basis with vacation time accruing at the rate of two work days per month, or roughly one month per year. For faculty members with part-time administrative appointments, the schedule will depend upon the requirements of the assignment. Department heads or chairman perform their duties on the same calendar schedules as the faculties in their departments.

A person from outside the University who is newly appointed to an administrative office, and who has qualifications for faculty status, may be given such status with tenure based on the policy regarding new faculty appointees of similar rank and experience.

F. PAYMENT OF SALARIES

1. Pay Periods and Schedule.

Salary checks are issued on the last business day of each month. For new appointees beginning their duties at the start of the academic year, the first year's salary is paid either in eleven checks beginning in August or ten checks beginning in September, at the option of the Dean. Salary is paid in twelve checks per year thereafter.

Faculty with dual appointments or with both teaching and administrative assignments receive single monthly checks covering all compensation.

Payment for Summer School teaching is made separately, usually with a single check on the last day of the session.

2. Deposit of Check

The University will deposit a faculty member's check in his New Orleans bank each month if he so requests. (See Perquisites–Check Cashing and Depositing. VII-K.)

3. Payroll Deductions.

a. TAXES

Federal and state personal income taxes and social security (FICA) taxes are required by law to be deducted from pay checks. Income taxes are deducted in even monthly amounts according to formulas based on amount of salary and number of exemptions and dependents. Upon request of the individual, larger amounts will be deducted to reduce the direct payments that he may be required to make to the Internal Revenue Service quarterly or annually. FICA deductions are made in even amounts until the maximum required by current legislation has been reached.

The necessary forms for these deductions are to be completed at the Personnel Office.

b. INSURANCE

The individual's share of the various forms of group insurance available to faculty members is paid through payroll deductions. (See Perquisites–Medical Insurance, Life and Disability Insurance, Sections VII-B,C.) The Personnel Office has application forms for the optional coverages.

c. OTHER DEDUCTIONS

A faculty member may authorize payroll deductions for other purposes including accounts receivable (bursar-bookstore charge accounts), contributions to the United Fund or to the University, additional payments to his retirement fund (see Perquisites–Retirement plans), premiums for an individual policy with Teachers Insurance and Annuity Association, repayment of salary advances, and parking

charges (Medical Center only). Forms may be obtained at the Payroll Office.

An unpaid fine assessed for a campus traffic violation will be deducted from the pay check.

4. Rectification of errors.

If any discrepancy appears on a pay check the Payroll Office should be contacted immediately.

G. REIMBURSEMENT FOR TRAVEL

The University's policies and procedures regarding reimbursement for travel expenses on authorized University business are applicable regardless of the source of funds, i.e., departmental budgets, grants, contracts, and other special accounts.

Reimbursement for domestic travel will be made on the basis of reasonable actual expenses. In certain instances, government grants and contracts have specific limitations, such as per diem allowances which may be more restrictive than University policy. In these cases, the terms and conditions of the grant or contract must be followed.

Reimbursement for foreign travel will be made on the basis of per diem allowances developed by the World Health Organization instead of reasonable actual expenses. These per diem allowances are developed and kept current for every foreign country.

Support is required for the reimbursement vouchers for transportation (ticket stubs), lodging (hotel and motel bills), and any unusual expenses. No receipts are needed for meals, local transportation, tips, etc. No support is required for lodging, meals, etc., if the reimbursement is claimed on a per diem basis.

University personnel are asked to use tourist air fare accommodations where possible.

As a general rule, where a private vehicle is used as transportation, reimbursement will be made on mileage at $.12 per mile or tourist air fare, whichever is less. Reimbursement ordinarily will not be made for overnight lodging or meals en route on the assumption that the traveler can reach his destination by air in one day. Exceptions are possible, however, where group travel by automobile results in a lower total cost to the University, everything considered.

The cost of transportation tickets and any travel advances will be charged to the individual's personal account. The actual expense of the trip, when made, will then be transferred to the appropriate expenditure account on receipt of a properly supported travel voucher. The faculty or staff member's personal check made payable to the University should accompany the reimbursement voucher if the travel advance was in excess of the actual expenses claimed.

Some examples of expenses which are NOT reimbursable are:

Laundry and valet service.
Personal telephone calls.
Personal entertainment.
Fees for travelers' checks.
Flight insurance.

The reimbursement voucher should be signed by the traveler and approved by the department head, or by the dean if the traveler is the head of the department.

Several schools and colleges have specific rules for reimbursement

of expenses incurred in attending professional meetings. It is suggested that the faculty member contact his dean's office for further information on this point.

H. ORDERING BOOKS

1. Textbooks for Classes.

Any faculty member wishing to requisition a required text book should contact the bookstore on the main campus or in the Medical Center, as appropriate, and the necessary forms will be sent to him.

2. Library Books.

Most recommendations for the purchase of books and journals in the Howard-Tilton Memorial Library are made through departmental Book Chairmen, who control their departments' annual book allocations. A special printed form is used for giving bibliographic details concerning a recommendation. The form is forwarded by the Book Chairman to the library.

In the Rudolph Matas Medical Library, faculty members are given request slips for their recommended purchases. These slips are completed by the faculty member and returned to the Acquisition Librarian. In keeping with the overall objectives of the Medical Center and the Orleans Parish Medical Society as funds become available these books are purchased.

For procedures in other libraries and schools, faculty members should check with their deans and/or librarians.

Faculty members of departments and schools using the reserve system may have books placed on reserve by individual request. In the Howard-Tilton Library the requests are made on forms proivded by the main circulation desk, and should be left at the desk at least ten days before the books are needed.

I. ADVISERS TO STUDENT GROUPS

Every recognized student organization is expected to have a faculty adviser chosen by the students and approved by the dean of students. "Enthusiasm about the aims and purposes of the group" is one of the basic criteria of selection.

A pamphlet listing the organizations and their advisers, and containing "A Guide to Faculty Advisers," is published by the dean of students.

J. SICK LEAVE

Tulane has no stated policy on sick leave for faculty members. Each case is considered individually the appropriate department head and dean.

Prolonged incapacitating illness may be covered by the University's disability insurance policy which applies to all full-time faculty members.

VI. GENERAL UNIVERSITY POLICIES

A. NON-DISCRIMINATION IN EMPLOYMENT

Tulane University is an equal opportunity employer. The Board of Administrators has established policies governing conditions and benefits of employment at every level of employment within the University. It is the policy of the University to insure that all personnel actions are made on the basis of qualification only and without regard to race, color, national origin, religion, creed, age, or sex of those employed, except that the sex of an individual may be a factor to be considered where sex is a bona fide occupational qualification. This policy covers, but is not limited to, the following personnel actions: employment, upgrading, demotions or transfer, recruitment or recruitment advertising, layoff or termination, rate or basis of payment, selection for training or special awards.

B. SPEAKERS AND MEETINGS

University premises and facilities are reserved for the use of student, faculty, staff, and alumni organizations recognized by the University, for meetings and events appropriate to the University's basic educational objectives.

With the exception that candidates for the office of President or Vice-President of the United States may appear in person to make political addresses, requests from religious, political, and commercial groups will be considered only if they are sponsored by recognized University organizations.

The President of the University delegates a general control over University events outside of the classroom to the Dean of Students. All official college and University events, meetings, activities, outdoor parties, whether academic, cultural, or social, held on the campus, in academic buildings, in residence halls, University Center, Alumni House, auditoriums and anywhere in the city of New Orleans, are to be registered with the Reservations Office at the University Center as soon as planned, but no less than a week before the date upon which the event is to occur.

When a conflict in time of place arises, the Dean of Students is empowered to resolve the conflict, if such action seems to be in the best interest of the University.

It is expected that requests for speakers will be made at the time meeting space is requested. Requests for speakers will be received only from officially recognized University groups, are to be made in writing, and will be referred by the Reservations Office to the Dean of Students, who will act in consultation with a joint student-faculty committee concerned with the use of University facilities. In case of disagreement between the Dean of Students and the sub-committee about the appropriateness of a suggested speaker, the full Senate Committee on Student Affairs should hear the case and make appropriate recommendations.

Further details on policy and procedure pertaining to these and related matters, such as distribution of literature and sale and distribution of tickets, may be obtained at the Office of the Dean of Students.

C. RELATIONS WITH POLICE

The Board of Administrators has approved the following policy statement on relations with police.

Tulane University employs in its Security Division individuals with experience and special training in police affairs. Each member of the Division is deputized by the New Orleans Police Department, thereby authorizing each member of the Division to function as a special officer of the NOPD.

The Security Division is under the full operational control of Tulane University. The Director of the Division is responsible for all of its operations, reporting to the University's Business Manager and Comptroller.

The Director of the Tulane Security Division is authorized and directed to maintain continuing liaison with the New Orleans Police Department and to keep the NOPD fully informed regarding (a) the general state of security affairs on the Tulane premises and (b) specific instances of violation or suspected violation of municipal, state or federal laws on or adjacent to Tulane's premises.

Tulane University will use the resources of the Security Division in dealing with threats to the safety and security of persons and property on Tulane premises. Whenever, in the judgment of the Director of the Tulane Security Division, there exists a threat considered by him to be beyond the capability of the Security Division to handle with its own resources, the Director is authorized and directed to request the assistance of the New Orleans Police Department after consultation, if time and circumstances permit, with the President of the University, or, in his absence, the Executive Vice President, or in the absence of both of them, the Business Manager and Comptroller of the University. For example, the assistance of the NOPD is regularly requested in connection with major intercollegiate events.

In stating a policy of Tulane's use of its own resources to the maximum extent possible, a corollary policy must also be stated. Under no circumstances are the properties and premises of the University a sanctuary for any illegal activity.

While, under ordinary circumstances, the Tulane Security Division will be expected to handle problems of order and safety to persons and property, the NOPD is in no way precluded from entering Tulane's premises at any time of its choice; for example, in pursuit of a suspect of an illegal act or for investigation, search, or seizure in connection with illegal activity or suspected illegal activity.

Should the New Orleans Police Department or other agencies of local, state, or federal government have reason to pursue investigation of possible illegal activity on Tulane's premises either on its own initiative or at the request of the Director of the Tulane Security Division, it will be Tulane's policy to provide all such cooperation as may be needed. Indeed, each member of the University community will be expected to cooperate with the established agencies of the larger community of which Tulane is a part in the enforcement of law, just as each member of the University community should be prepared to observe and assist in enforcing the rules and regulations of the University itself.

D. PURCHASING

University policy provides that the Purchasing Department is the only department authorized to obligate the University for supplies, services, and equipment.

This authority is expressly delegated to certain other departments, such as the libraries, where the operation is of such a nature that specialized purchases can be made more efficiently and economically within the department so authorized.

Purchases made from funds deposited with the University, regardless of their source, i.e., research grants, gifts, etc., are subject to Purchasing Department procedures and policies.

The Purchasing Department and Storeroom are service offices intended to develop effective sources of supplies for materials and services needed for the operations of the University. It is not their function to substitute their judgment for that of the faculty regarding what material or service is required. It is their responsibility to see that the most economical source is selected for each purchase, everything considered, and that deliveries are received, terms are met, and invoices are processed promptly.

The Accounting Office has the responsibility for reviewing requisitions for availability of funds in the particular budget to be charged before the Purchasing Department can process an order.

A manual entitled *Purchasing and Stores*, which describes in more detail procedures for purchasing goods and services, is available in the Purchasing Office in the Central Building on the uptown campus and at the Purchasing Office at the Medical Center.

For assistance of the Purchasing Department in making personal transactions see "Purchases through Business Office" in section on Perquisites.

E. PERSONAL PROPERTY INSURANCE

As it appears impossible to insure personal property on campus through a University blanket policy, at least for the time being, it has been suggested that faculty members confer with their own insurance agents on ways and means of protecting their books, equipment, and other personal property.

In the present climate among insurance companies regarding university campuses personal property protection cannot be placed in any blanket policy for any premium within reason.

F. CRITERIA FOR THE AWARD OF HONORARY DEGREES

Candidates for honorary degrees are recommended to the Administrators by the University Senate. Nominations are made to the Senate by its Committee on University Honors, but under special circumstances nominations may be made from the Senate floor if two-thirds of the voting members concur.

Suggestions of candidates for honorary degrees may originate in the Committee, may be made to the Committee by any individuals, or may originate in faculty action which would be transmitted to the Committee.

Upon recommendation by the Senate, the Administrators have

established the following standards for the award of honorary degrees:

"In recognizing the merit of individuals by the award of honorary degrees Tulane identifies itself with principles and standards of conduct representative of the ideals which the University supports and which it attempts to propagate. The awards are intended to add the luster of academic recognition to the distinctions already achieved by recipients and at the same time to enhance the dignity of the University and deepen appreciation of the role it performs in society.

"Recipients of honorary degrees should be persons of rare ability and high eminence as performers or dedicated patrons in some worthy field of endeavor. Ordinarily their activity would tend to center in intellectual or academic pursuits: that is, scholarship in the sciences, social studies, and humanities, or creative work in the arts. However, recognition may be accorded for other kinds of achievement, such as disinterested activity in public affairs, especially that which contributes to human values or to the promulgation of ideas. Recipients should have achieved national or international reputation, except in rare cases where the importance of the individual to the region, to New Orleans or to Tulane justifies recognition.

"As a matter of policy the committee will not consider awards to members of the Tulane faculty, administration, and staff during their active participation in University affairs or within one year of their retirement; and to prospective or actual benefactors solely on the basis of a relatively narrow material benefit, however generous, conferred upon the University.

"The significance of honorary degrees defined in these terms requires that they be conferred only upon individuals of unquestioned preeminence."

VII. PERQUISITES

A. RETIREMENT PLANS

Retirement income for Tulane faculty members is provided through two sources: (1) the Federal Insurance Contributions Act (FICA), the national social security program; and (2) The Teachers Insurance and Annuity Association (TIAA) and the affiliated College Retirement Equities Fund (CREF).

All faculty members are covered under FICA in accordance with current legislation. Taxes to support the program are paid by the University and, through automatic payroll deduction, by the individual.

TIAA, established in 1918 by the Carnegie Foundation for the Advancement of Teaching, is a non-profit legal reserve life insurance company incorporated in the state of New York. CREF is an independent but closely associated organization chartered in 1952, managed under a contract with TIAA.

Tulane provides coverage through TIAA/CREF for all permanent full-time faculty members at no cost to the individual. The University makes monthly payments equal to 12 percent of the faculty member's salary for the period.

New faculty members appointed with the rank of associate professor or above, or covered at a previous institution, participate in the plan immediately upon assumption of their duties at Tulane. Others participate after completion of three years of employment or

attainment of age 30, whichever is sooner.

Each monthly payment buys in effect a paid-up annuity to begin when the covered individual reaches the age of 65. In case of death before that age the full accrued benefit is paid to the survivors. All benefits purchased remain in force whether or not the covered person remains at Tulane or in the teaching profession.

At the faculty member's option, all the payments may be made to TIAA or to CREF, or a designated percentage may be allotted to each. A payment to TIAA buys an annuity of a fixed dollar value determined by the amount of the payment and the faculty member's age. CREF has invested its assets in common stocks and offers the policyholder a variable annuity expressed in "accumulation units." By investing part of the contribution in TIAA and part in CREF, the covered individual may ensure diversification of his pension reserve fund between fixed-dollar and equity investments and obtain some protection against both inflation and deflation.

Everyone covered by the TIAA/CREF plan receives an annual statement showing the total value of his policy and the amount of monthly payments thus far purchased to start at age 65.

Several optional forms of payment are available under TIAA/CREF, both for retirement income and for death benefits before retirement. A retirement income with a survivor annuity may be chosen, providing for the continuation of payments to a surviving spouse after the death of the insured. Another plan guarantees income for ten or twenty years, with payments going to the individual's beneficiaries in case of his death during that period.

At the time of retirement a covered individual may, if he wishes, withdraw one-tenth of the accumulated value of his TIAA/CREF benefits in cash.

A faculty member may purchase additional TIAA/CREF coverage through payroll deductions. This may be done by either of two methods:

1. Adding to the coverage provided by the University, as described above; or
2. By means of Supplemental Retirement Annuities (SRA).

SRA is administered by TIAA/CREF, but differs in certain provisions from the general University coverage. At any time, regardless of employment status, the individual can start receiving payments under one of the income options, or may surrender the contract for its cash value. These provisions apply only to the SRA contract financed by the individual, and do not affect the University-financed coverage.

Salary deducted for either of these plans is subject to income tax. A limited amount, however, may be deducted under a provision of the Internal Revenue Code which allows *deferments* of the federal tax. The amount is determined by a formula based on the individual's salary and years of service, and past annuity contributions by the University that have been excluded from income.

The extent of tax deferment to which a person is entitled, forms for authorizing payroll deductions, and any other information regarding the retirement plan may be obtained from the Payroll Office.

TIAA also offers life insurance policies under various plans at minimal cost.

MEDICAL INSURANCE

Tulane offers comprehensive Blue Cross medical insurance for full-time members and their dependents.

The individual may choose between a "standard plan" of protection or a broader "preferred plan." Basic coverage under the preferred plan includes $35 per day for hospital room and board up to 365 days per year; reimbursement for surgical procedures, with a $300 maximum; and in-hospital medical benefits for 365 days per year.

Besides the basic benefits, each plan provides additional reimbursement up to $15,000 for major medical expense.

The faculty member's spouse, dependent children, and adult dependents may be covered under the basic benefits, and all but adult dependents under the major medical benefits.

Tulane pays the premium for the faculty member himself in the standard plan and contributes $4.10 per month to the cost under the preferred plan. Additional premiums are charged for dependents. Payment is made through payroll deduction.

Optional added coverage in case of cancer or dreaded disease, to a maximum of $5,000 and including all dependents, may be added to either plan by payment of an additional premium.

A booklet describing the coverage, and any further information, may be obtained from the Tulane Personnel Office.

The Blue Cross contract does not go automatically into effect for anyone. A new faculty member must apply for it within 60 days of the effective date of his appointment (usually September 1). If application is not made within that time, coverage may be instituted only on the anniversary date of the University's policy, November 1. *Similarly, a new dependent may be added only within a stated time* (spouse within 60 days of marriage, child within 30 days of birth) or on the anniversary date.

An application for coverage to become effective on the anniversary date must be submitted to the Personnel Office by the preceding September 30.

Upon the death of a faculty member, surviving dependents who have been covered by his Blue Cross policy may convert to an individul policy or a group policy that may be in effect at the spouse's place of employment.

So that coverage will not lapse, the Hospital Service Association of New Orleans should be contacted as quickly as possible to arrange for conversion. The Tulane Personnel Office will advise and assist in this matter.

C. LIFE AND DISABILITY INSURANCE

Tulane maintains group insurance policies covering full-time faculty members in case of death, dismemberment, or permanent disability. The cost is shared by the University and the insured, with the latter's premium paid through payroll deductions.

1. Death and Dismemberment Policy (Prudential Insurance Company of America.)

Premiums and payments of insurance under this policy vary according to the insured's earnings, except in the death of spouse or child. "Earnings" for this purpose include the insured's salary plus the

University's contribution to TIAA-CREF.

For death of the insured payment is made according to the following scale:

Earnings	Amount of Insurance
Less than $3,000	$ 4,500
$3,000 to $3,999	$ 6,000
$4,000 to $5,499	$10,000
$5,500 to $9,999	$15,000
$10,000 to $13,999	$20,000
$14,000 or more	Lesser of (i) 150% of annual earnings and (ii) $50,000

For death of a dependent the policy pays: for insured's spouse, $2,000; for a child five years old or over, $2,000; for a child from 14 days to five years old an amount increasing from $200 to $1,600.

For accidental death of the insured an additional payment is made, equal to the basic death benefit indicated in the table above, except that the maximum additional payment will be $20,000.

For accidental dismemberment the policy says: (a) an amount similar to the accidental death benefit for loss of both hands, both feet, sight of both eyes, one hand and one foot, one hand and sight of one eye, or one foot and sight of one eye; half that amount for loss of one hand, one foot or sight of one eye.

2. Disability Policy (Prudential Insurance Company of America).

A faculty member who is unable to work at his normal occupation, or at any occupation for which he is reasonably fitted by experience and training, may receive monthly payments based on his salary at the time disability is incurred. The benefit formula provides for payment equal to 60% of the first $1,000 of monthly salary plus 40% of any salary above that, with a minimum payment of $1,250. Under this plan, a disabled person is carried on the University payroll for six months and the benefit payments begin immediately thereafter, continuing until the payee reaches the age of 65.

This coverage has applied automatically to persons with full-time faculty appointments effective in September of 1968 and thereafter. It is optional for those holding appointments before that.

Benefit payments will be reduced by any amounts receivable under other disability coverage such as social security, workmen's compensation, certain veterans' benefits and certain other group disability policies. They would not be reduced, however, by benefits under individually owned insurance policies.

For a small additional payment the insured may provide that in case of disability the contributions to his TIAA/CREF retirement benefit will continue until he reaches the age 65.

3. Comprehensive Accidental Death and Dismemberment Protection (Continental Casualty Company).

Cognizant that accidents constitute one of the leading causes of death among Americans 20 to 60 years of age, Tulane has arranged for this protection in addition to death and dismemberment provisions in other policies maintained by the University.

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Participation is voluntary, and the amount of insurance depends upon the premium paid regardless of the individual's earnings. A faculty member may subscribe for $15,000 to $100,000 insurance on himself, and equal or lesser coverage for his spouse to a maximum of $50,000. The benefits and premiums are as follows:

Principal Sum	Monthly Payroll Deduction	
	Faculty Member	Spouse
$ 15,000	$ .72	$ .63
$ 25,000	$1.20	$1.05
$ 50,000	$2.40	$2.10
$ 75,000	$3.60	
$100,000	$4.80	

The capital sum is paid for accidental loss of life; both hands or both feet; sight of both eyes; one hand and one foot; one hand or one foot and entire sight of one eye. Half the principal sum is paid for loss of one hand, of one foot, or the entire sight of one eye.

4. University-Paid Death Benefit.

Upon the death of a faculty member, salary is paid through the date of death, and a death benefit equal to one month's salary is paid to the survivors or estate. This death benefit is not regarded as salary and is not subject to income tax.

5. Accidental Death while on University Business.

Tulane maintains a policy providing for payment of $25,000 upon the accidental death of a faculty member while engaged in University business outside metropolitan New Orleans.

6. TIAA Life Insurance.

As noted previously, the Teachers Insurance and Annuity Association offers life insurance policies similar to those of commercial companies but at lower rates. A faculty member may purchase a policy of this kind directly from TIAA, not through the University. Premiums, however, may be paid by payroll deductions.

D. PROFESSIONAL LIABILITY INSURANCE

The University maintains a professional liability program to protect faculty members while they are participating in the educational or research programs of the Medical Center.

E. HOUSING

1. University Housing.

Tulane has limited housing facilities that may be available to faculty members at moderate rentals. These include Charles Rosen House, an apartment building for married students and faculty members on the main campus; Julian Hawthorne Hall, an apartment building for personnel of the Medical Center; and a number of University-owned residences on the periphery of the main campus.

Application forms and further information may be obtained from:

Director of Housing
31 McAlister Drive
New Orleans, La. 70118

a. CHARLES ROSEN HOUSE. This structure contains 191 apartments, in one-, two- and three-bedroom units. The building is centrally heated and air-conditioned. Each apartment is furnished with refrigerator, range, and venetian blinds. The rental includes all utilities except telephone, for which the tenant must arrange directly with South Central Bell Company.

Adjoining the main building is a separate structure housing coin-operated laundry equipment, vending machines and storage area for bicycles and large toys. A play area containing playground equipment for young children and facilities for older children also adjoin the apartment building.

Priority in the assignment of apartments is given to full-time faculty members with unlimited appointment and the rank of assistant professor or above. Individual assignments are made in order of application. Because of the number of applications, there is a waiting period before a unit is available, depending upon the time of application and the type of accommodation desired.

Units are rented on a lease basis. This facility is viewed as a means of helping new faculty to settle in New Orleans and not as a place of permanent residence, and so a maximum limit of three years has been placed on occupancy.

b. JULIAN HAWTHORNE HALL. This apartment building is situated two blocks from the Medical Center. It offers accommodations for single men and women and for married couples (without children) who are medical students, graduate students, interns, residents, or faculty members associated with the Medical Center.

All units are furnished, including drapes, carpets, and lamps, and the entire building is centrally heated and air-conditioned. Furnishings do not include kitchen utensils or linen. Utilities are supplied except for telephone, for which the tenant must arrange directly with the South Central Bell Company.

Laundry and dry-cleaning service is offered within the building and coin-operated washers and dryers are provided.

c. UNIVERSITY-OWNED RESIDENCES IN THE VICINITY OF THE MAIN CAMPUS. Faculty members are given priority when vacancies arise. The residences are typical of the neighborhood, most being two-family dwellings of older construction. They are rented unfurnished,and no stoves or refrigerators are provided.

2. Assistance in Finding Housing.

The Housing Office in Irby House on the uptown campus, maintains listings of dwellings for rent in the vicinity of the uptown campus. These are not inspected by the University and none, therefore, bears a University recommendation. A prospective tenant must inspect the property himself or have someone do it forhim on a personal basis.

3. Second Mortgage Loans.

Tulane assists faculty members in the purchase or construction of

homes through a program of second mortgage loans. The objective is to provide funds, when needed, over and above the maximum available from first-mortgage financing.

A loan is made for the same period as the first mortgage, but not in excess of 15 years, with an annual interest rate of seven per cent. Principal and interest payments are made through monthly payroll deductions.

The amount of a loan must not exceed the applicant's annual University salary. It also is limited to $10,000 or to 20 per cent of the appraised value of the property as determined by the University's real estate representatives, whichever is lower. The total of first and second mortgages must not exceed the appraised value.

Tulane's program is not intended to be a means for saving interest. An applicant is expected to secure the maximum first mortgage.

A faculty member is eligible for second mortgage assistance after one academic year (nine months) of employment, and no application will be accepted until this requirement is satisfied.

The mortgage loan program is based upon a revolving fund of $700,000 allocated by the Board of Administrators for this purpose. If the fund is fully invested, it may be necessary to defer new loans until the required amount becomes available through repayments of mortgages in force.

Application forms and details of procedure may be obtained from the office of the Business Manager and Comptroller. Prospective applicants are urged to consult that office before making any outside commitment, as approval of a Tulane loan is dependent upon the resources available in the revolving fund and other stated conditions.

If it is necessary to make an offer before a Tulane loan can be obtained and processed, the applicant is urged to make his offer: "Contingent upon obtaining $_____of second mortgage financing from Tulane University."

F. TUITION WAIVERS

Full-time faculty members with the rank of instructor or above may receive exemption from the payment of tuition and the University fee for courses of study they take. They may receive exemption from the tuition fee, but not the University fee, for courses taken by their spouses or dependent children.

Full-time faculty with rank lower than instructor may receive tuition waiver for courses they take. Tuition exemptions for courses taken by their spouses or dependent children may be granted by the President on the basis of financial need.

Part-time faculty with rank of instructor or above may receive tuition waivers for courses they take. Exemptions for courses taken by their spouses or dependent children may be granted by the President on the basis of financial need.

Part-time faculty below the rank of instructor will not be granted exemption from the payment of tuition. Their dependents, however, may apply for assistance under any appropriate student aid program, with awards based on merit and need.

If a full-time faculty member dies or retires, any of his children

who are enrolled as students in the University at the time of his death or retirement will continue to receive tuition waivers while continuously enrolled. Children who are not enrolled at the time of death or retirement may receive waivers according to the faculty member's length of service as follows:

If the period of service of the faculty member has been five years or more, the children will be eligible to receive a total number of annual tuition waivers equal to the number of years of service, including the academic year in which death or retirement occurs.

If the period of service has been less than five years, including the year in which death or retirement occurs, the children shall not be eligible for tuition waivers.

G. CHARGE ACCOUNT

Purchases by faculty members and dependents in the University Bookstores and food services, and through the Business Office, may be charged under the faculty member's name. A monthly statement of such charges is sent out by Accounts Receivable and payments are due during the month following the statement closing date. A finance charge of 1½ percent per month is applied to amounts past due over 60 days.

H. PURCHASES THROUGH BUSINESS OFFICE

University policy permits the Purchasing Department to assist full-time faculty members by purchasing for them appliances, furniture, or other high-cost items where substantial savings can be realized. Such purchases are made by requisition giving all necessary information including model number, size, color, etc.

Many items commonly used in offices may be purchased for personal or household use at some saving at the Receiving Department, 1301 Audubon Street. Articles thus available range from tables, desks, and file cabinets to typing, carbon, and wrapping paper.

I. BOOKSTORE DISCOUNT

Faculty members and their dependents are entitled to a ten percent discount on most articles purchased from the University Bookstores which, in addition to a variety of text and trade books, stock household, sports and school supplies, as well as some items of wearing apparel.

J. LOANS AND SALARY ADVANCES

On occasion, the University lends money or makes salary advances to faculty members who are in temporary need. No interest is charged and repayment is made by payroll deduction at the end of the month or over a period of time. The purpose is to assist in emergency situations in which the usual sources of financing are not available and where the individual does not have cash or other current assets.

Examples may serve better than definitions to illustrate the circumstances that would qualify for a loan. In the past, the University has approved advances for unusual medical expenses. New faculty and

staff members have been assisted in acquiring household appliances and furniture where the individual has not established a line of credit and where meaningful savings could be realized by handling the transactions through the Purchasing Department. Funds have been provided also for personal travel in case of family emergency, or for trips abroad for study or research.

In contrast, loans for the purchase of automobiles, for the payment of educational expenses for children, or for any purpose in which funds are readily available through accepted lending institutions are not considered emergency financing.

In judging the extent of financial need, loans must be differentiated from salary advances. In the latter cases, the individual may already have earned all or most of the amount requested, and will have done so by the end of the month. Reasons for asking the assistance need not, therefore, be so urgent as in application for a loan. Nevertheless, a legitimate cause for the request must be stated.

Application blanks for loans and advances may be obtained from the dean's offices on the main campus and the Business Office at the Medical Center.

K. CHECK CASHING AND DEPOSITING

Faculty members may cash personal checks at the Bursar's Office in the Central Building on the main campus or at the Bookstore in the Medical Center. The Bursar's Office is open 9:00–4:00 and the Medical Bookstore 8:30–4:30, Monday through Friday.

The amount of such checks is limited by the amount of cash on hand at the time, but checks of $100 or somewhat more than that can usually be handled by the Bursar's Office.

As a particular convenience the University will deposit a faculty member's monthly pay check in his account at a local bank on the last business day of each month. The bank mails to the depositor a credit notice and the detachable portion of the check showing payroll deductions.

This service is available for accounts at almost any bank within the city limits of New Orleans. Applicaton forms may be obtained at the Payroll Office in the Central Building on the main campus or at the Business Office in the Medical Center.

L. HEALTH SERVICES

The University Health Service renders the following services for faculty members:

1. Emergency service for illness or accident suffered on campus, without charge.
2. Routine immunizations at nominal charge for faculty and dependents over the age of 12.
3. Prescription pharmacy service at cost equal to or below that in the surrounding community.

The clinical faculty of the School of Medicine represents all specialities in the field of medicine. Many of these physicians maintain a limited personal practice and see private patients on a fee-for-service basis at the school. These services are available to all members of the University faculty and their families. Individuals desiring to use these

services should contact directly the physician they wish to see. General assistance and information on these services can be obtained by calling 588-5323.

M. SPECIAL RATES FOR ATHLETIC EVENTS

(See Recreational and Cultural Opportunities–Athletics–Admission to Intercollegiate Events, Section IX-B, 2.)

N. IDENTIFICATION (ID) CARD

When a faculty member enters the service of the University, the Personnel Office issues a temporary identification card until a permanent card is laminated and keypunched.

The permanent ID card serves as a library checkout card and is a means of admission to certain campus events free or at special rates. It also is used as a charge-a-plate for campus purchases. For this purpose it must be embossed at the Payroll Office with the individual's name and social security number. The process requires only a few minutes.

ID cards for dependents are issued by the Student Activities Office upon application.

VIII. CAMPUS SERVICES

A. MEALS

Food services are available at all mealtimes in the facilities of the University Center on the main campus.

The main cafeteria is open for lunch and dinner Monday through Saturday. A snack bar is open all day seven days a week, and serves breakfast. A Rathskeller, serving special menus and beer, opens before noon Monday through Saturday and in the late afternoon on Sunday and serves until late evening hours.

Exact time schedules are published and posted on bulletin boards.

A faculty dining room serves seated meals at lunch.

A cafeteria in the Medical Center is open from 7:15 a.m. to 3:30 p.m. Monday through Friday.

Charges for meals may be made to an individual's bursar account by signing the ticket. In the case of University business the meal may be charged to a departmental account. Tipping is not encouraged in any of the food services.

Catering services are available for meetings and other special occasions. Meals, sandwiches, hors d'oeuvres, and refreshments can be provided. Arrangements should be made with the Catering Manager.

B. BUREAU OF ADMINISTRATIVE SERVICES

The Bureau of Administrative Services provides duplicating services for the various departments and offices of the University. It will handle personal jobs for faculty members as its regular work load permits.

The Bureau offers three basic types of duplication–offset printing, mimeograph, and Xerox copying–and the usual general

56 services complementary to these processes, such as type-setting, auto-typing, layout, folding, scoring, perforating, assembling, binding, cutting, trimming, numbering, and punching. A variety of type styles, covers, texts, and papers are stocked in the shop, and special materials can be secured from local distributors.

Some examples in the printing range that this shop can perform are letterheads, envelopes, cards, invitations, forms, brochures, soft-bound books, letters, and posters.

The Bureau's office is situated in the rear of Barracks 27 and is open from 8:00 a.m. to 5:00 p.m. Monday through Friday.

C. BOOKSTORES

Tulane operates two modern bookstores, one in the University Center on the uptown campus and one in the Medical Center. The stores stock all required textbooks and maintain large paperback and reference book departments. Current trade books which are not on hand may be ordered through the bookstores. The stores also have departments of art supplies, school supplies, cards and stationery, gifts and sundries.

Faculty members are entitled to ten percent discounts and charge accounts at both stores.

D. COMPUTING

The Computer Laboratory is a service organization providing computing resources to the educational and research efforts of the students and faculty. It also provides processing for the day-to-day business functions of the University. The information generated by this processing forms a basis for analysis of operations, and for projections and planning.

The hardware or physical equipment used in the data processing and recording is described in the section on Physical Facilities. An extensive library of programs (software) is available at the Laboratory, allowing users to employ procedures which are already programmed. The personnel at the Laboratory offer an array of services including computer operation, systems analysis, programming, keypunching, teaching programming, consulting services for program debugging, and estimating computing requirements.

The resources of the Computer Laboratory are available through two channels. The deans of the colleges and schools receive budgets of computer hours which they, in turn, allocate to classes and non-sponsored research projects. Sponosred research projects are expected to reimburse the Laboratory for computer time used. Laboratory personnel will aid in estimating computing requirements so that accurate requests may be made when submitting research porposals to sponsors.

Programming and keypunching services are available on a pay-as-you-go basis. Limited consulting and debugging aid is available at the Laboratory during scheduled times which are posted on the bulletin board. The data preparation room with keypunchers, a printer, sorter and reproducer, is open 24 hours every day. The schedule of computer runs is posted on the bulletin board. Card reader and line printer terminals in the Laboratory and in Norman Mayer Building provide

rapid turn around on short jobs during afternoon and evening hours. This schedule is posted in the Laboratory.

The Computer Laboratory is under the Director of Computing, who is advised by two committees so that University-wide consideration can be given to policy matters.

(See also description in section on Physical Facilities, Section III-E.)

E. POST OFFICE

1. U. S. Mail.

The University operates a contract Post Office in Bruff Commons on the uptown campus. The services offered are the same as those of any branch post office. All kinds of mail and parcel post are handled, money orders are issued, and private boxes may be rented. The usual hours of operation are 8:00 a.m. to 5:00 p.m. (open during lunch) Monday through Friday. Any exceptions are publicized in advance.

As outgoing mail is picked up at the University Post Office three times a day, important communications may sometimes be expedited by being taken to Bruff Commons rather than depositing them in a mailbox on or near campus.

2. Campus Mail.

All mail on the uptown campus, including interdepartmental "Campus Mail," is processed through the campus mail room adjacent to the contract Post Office. One distribution and pickup is made throughout the uptown campus between 10:00 a.m. and 1:00 p.m. (somewhat later on Mondays and after holidays). Distribution is made also to the Medical Center, Hebert Center, and Primate Center.

In addition, a courier travels between the uptown campus and the Medical Center. Communications requiring expedited handling may be left for the courier at the Office of the Executive Vice-President or the Office of the Dean, School of Medicine.

F. PERSONNEL OFFICE

Personnel Offices are maintained on the uptown campus (Barracks 27) and in the Medical Center. Although concerned primarily with non-faculty, they serve faculty members in respect to the various forms of University insurance. New faculty appointees are contacted and invited to orientation sessions (in groups if possible) where the perquisites are explained in detail. The Personnel Offices handle applications for the forms of insurance.

A department requiring office personnel submits a position vacancy form to the Personnel Office. After proper screening, qualified applicants are referred to the department which ultimately decides if the applicant will be employed or if others should be interviewed.

G. PLACEMENT SERVICE

The University Placement Service, situated in the University Center, is a centralized operation serving undergraduates, graduates, and alumni from all schools and colleges interested in off-campus employment in business, government, or education. In addition to an extensive on-campus interviewing program, the Placement Service

maintains year-round contact with local, regional, and national employers through a career job listings program. Personal visits or inquiries by mail or telephone are invited at any time during the calendar year.

IX. RECREATIONAL AND CULTURAL OPPORTUNITIES

A. THE UNIVERSITY CENTER

The University Center, as the "living room" of the campus, is available to faculty members and their families. Spouses and dependents eighteen years of age or over are entitled to all privileges of the Center and its recreational facilities. The use of the facilities by dependents below the age of eighteen is limited to Saturdays and Sundays during specified hours. Dependent identification cards, for dependents eighteen years of age or over, may be obtained from the Student Activities Office on the second floor of the Center.

Recreational areas of the Center include the Monk Simons Memorial Swimming Pool and the games area with billiards and table tennis. Service areas include a bookstore, snack bar, cafeteria, faculty dining room, Rathskeller and barber shop.

The pool is available for recreational swimming by faculty and adult dependents during specified hours daily, and dependents under eighteen on weekends. The exact schedule, which is subject to seasonal change, is available at the pool. Swimming instructions for both children and adults are available.

B. ATHLETICS

1. Participation.

The Faculty-Staff Intramural Program includes competition in six sports: badminton, touch football and tennis singles in the fall; basketball, and volleyball in the winter; and golf match play in the spring.

Further details may be obtained at the Intramural Sports Office in the Favrot Field House.

Regarding availability of facilities for recreational sports, see description of University Center above and items on Favrot Field House, Varsity Track, and additional tennis courts under heading Physical Facilities–Athletic Plant.

2. Admission to Intercollegiate Events.

Each faculty member may purchase two season tickets to Tulane's home football games at half price, and basketball season tickets at $7.00. Admission to events in other sports is free to faculty members and dependents with the presentation of identity cards.

The New Orleans Saints of the National Football League currently play their home games in Tulane Stadium. There are no ticket privileges for Tulane personnel.

C. CAMPUS MOVIES

Campus movies, called "the free flicks" by the students, are shown on Friday and Sunday evenings in McAlister Auditorium. Admission is free to faculty and dependents upon presentation of

identification cards. Dependents below the age of eighteen must be in the company of their parents.

D. LYCEUM LECTURES

The Lyceum Committee of the University Center Board is committed to bringing original and controversial ideas to the Tulane campus. It has brought such speakers as Bennett Cerf, James Farmer, Dick Gregory, Adam Clayton Powell, and Strom Thurmond. Lyceum also brings in lesser-known speakers who are especially competent in certain fields. The lectures are often free to faculty and dependents upon identification.

E. MUSICAL ORGANIZATIONS AND PROGRAMS

Campus musical presentations provide entertainment in a variety of forms and offer opportunity for faculty participation.

Of special interest are the Tulane Summer Lyric Theatre and the Tulane Opera Theatre, which combine professional, University, and community resources in productions under the direction of the Department of Music. The former, which has become a well-established local attraction, offers well-known musicals and operettas. The latter, initiated in 1974, presents chamber, comic, and contemporary operas during the regular academic session.

Newcomb College's faculty and student recitals in Dixon Hall are believed to constitute the oldest cultural activity in the city in point of continuous annual performance.

Campus musical organizations include a chamber orchestra, choir, concert band, and opera workshop.

The Tulanians, a student singing and instrumental group, present programs of popular type throughout the year. Campus Nite offers an annual musical comedy under student direction. The New Leviathan Fox Trot Orchestra, composed primarily of students, specializes in jazz of the early decades of this century. The Tulane Pep Band, open to students and faculty, plays at athletic events and pep rallies. The Tulane-based Mardi Gras Chorus for men meets weekly at the University Center.

Members of the Tulane community have ample opportunity to enjoy music in its diverse forms through the activities of groups in the New Orleans area ranging from symphony and opera to nightly jazz concerts. Local and traveling groups also present several programs on campus each year, and various opportunities are offered at other colleges and universities in New Orleans.

F. THEATRE

Campus dramatic presentations provide varied fare for faculty members who are fond of theatre, including the opportunity to participate in productions.

Tulane University Theatre presents a major season of four plays directed and designed by faculty members of the Department of Theatre; two full-length shows directed and designed by graduate students; and several one-act plays.

During the summer Tulane Center Stage combines a workshop

course in theatre production and design with presentations open to the public.

The community also offers various other theatre groups who welcome new members.

Other local universities and traveling and local companies present a number of productions in New Orleans during the year.

G. TULANE UNIVERSITY WOMEN'S ASSOCIATION

At the beginning of each school year invitations are extended to all faculty wives and women faculty and staff to join the Tulane University Women's Association. The organization has approximately 500 members and sponsors a variety of programs throughout the year. It gives its members the opportunity to know and work with University people both at Tulane and in the community.

Activities sponsored by TUWA include book exchange, tennis, bridge, and mothers' groups, and study groups on gardening, sketching, gourmet cooking, Spanish, and French.

The Association reaches out to the New Orleans community through a creative arts program, a community volunteer group, sponsorship of guest lecturers, and servicing the Loan Closet through which international students may rent furniture and housewares at nominal fees.

Information about TUWA may be obtained at any of the dean's offices.

H. PRIVATE PARTIES

Faculty members eligible to participate in (University Center) Faculty Dining Room functions may lease the room for private parties. This privilege is restricted to that space and subject to limitations of its capacity and its availability when not in operation (after 5:00 p.m. daily and at any time on Saturdays or Sundays). Such parties of a dinner or reception type are also subject to the ability of the Catering Service to handle the function at the time requested.

X. FINANCIAL AND BUSINESS OPERATIONS

A. CAPITAL ASSETS AND CURRENT OPERATIONS

The *Financial Report* for the fiscal year ending June 30, 1973, listed Tulane's total endowment and similar funds at approximately $66,400,000 and total plant funds (investment in plant and funds on hand) at about $92,400,000.

Educational and general revenues were given as $43,600,000 and total revenues at $52,000,000. Educational and general expenditures were given as $41,800,000 and total expenditures at $52,500,000.

The total figures on revenue and expenditures included $1,270,000 received and $3,100,000 spent for student aid.

B. DIVISIONAL FINANCING

The Board of Administrators in September of 1969 moved toward a policy of "institutional financing along divisional lines" and

designated certain "academic and operating units" which were asked to draw up budgetary plans for the ensuing five years.

Each unit was asked to explore new means of developing financial support as well as to seek economy of operation on a basis of cost accounting, with the overall purpose of attaining a balanced budget.

The units designated "for fiscal budgeting purposes" were:

"Liberal Arts and Sciences (College of Arts and Sciences, Newcomb College, Center for Teacher Education, Center for Latin American Studies, Language Laboratory, Middle American Research Institute, Urban Studies Center, and 16 Ph.D. and 25 Masters program whose departmental budget home is in the above); School of Engineering, School of Law, Graduate School of Business Administration, School of Social Work, School of Architecture, University College, the Medical Center, and each auxiliary enterprise, including the Department of Athletics."

C. FUND-RAISING

Many persons within and without the University are engaged in continuing efforts to obtain financial support from all possible sources.

The Office of University Development, together with the Chairman and members of the Development Committee of the Board of Administrators, formulates policies and programs relative to financial support of the University from all sources.

This Office has a professional staff that advises with and coordinates actions of members of the Board of Administrators, the Medical Center Board of Governors, the University faculties, officers of administration, and others interested or participating in organized or professional fund-raising activities.

The staff of University Development also initiates, implements, and coordinates specific fund-raising programs and proposals toward the production of resources from federal agencies and from all University constituencies such as alumni, parents, friends, corporations, and foundations.

These actions are conducted under the supervision and overview of the Director of University Development in six different areas of activity, each under the direction of a professional staff officer:

1. **The Office of Sponsored Programs** provides information, assistance, guidance, and coordination to deans and researchers relative to University approval of proposals to federal sponsors.

2. **The Office of Annual Giving** conducts the annual Associates and Parents programs, and coordinates the solicitation of annual gifts from all sources.

3. **The Office of Planned Gifts and Memorials** develops and coordinates activities that encourage future gifts such as bequests, charitable remainder interests, trusts, life insurance, and memorials.

4. **The Office of Foundation Activities** carries forward a program to sustain and build the level of foundation support and to assist the deans and faculties of the various schools and colleges to develop financial resources.

5. **The Office of Corporate Relations** initiates and assists deans and faculty with programs involving proposals to corporations and maintains personal contact between University personnel and representatives of business and industry.

6. **The Office of Research, Records, and Reports** is the central University office for the collection, acknowledgment, and classification of gifts and grants, and for recording pertinent data related to University fund-raising activities.

The Cabinet for University Development is a special program originated under the Office of University Development and operates as a periodic forum for fund-raising discussions. Cabinet meetings are attended by the President and other University officers, as well as deans and others who have school, college, departmental, or other budgetary responsibility. The Director of University Development is its Chairman.

The staff of the Office of University Development is involved in extensive personal contact with members of the several University constituencies and with individual deans, directors, department heads and chairmen, and faculty members. They also participate in discussions and meetings with sponsors and potential sponsors of University programs. All six divisions of University Development contribute to the coordination, review, and submission of formal University proposals.

In addition to the above, the **Office of Alumni Activities** directs and coordinates efforts to obtain support from graduates and other former students, primarily through the Annual Alumni Fund in which many ex-Tulanians serve as chairmen and class agents.

XI. SOURCES OF INFORMATION

A. STUDENT RECORDS

Confidentiality. The Board of Administrators has approved a policy recognizing contemporary legal opinion and the academic community's regard for matters of privacy and confidentiality. Certain items of information regarding a student may not be released to any authority outside the University without permission of the student. Information about a student held by one authority in the University may be released to another authority within the University provided the second authority should have the information if he is to serve the needs of the student or the University.

Office of Student Records and Registration. The several types of information stored in the Office of Student Records may be divided into the general categories of information that is a matter of public record and information considered confidential.

Information of public record includes the dates of a student's enrollment; the school or division in which enrolled; and information concerning any degree earned, such as the name of the degree, the date granted, the major, and any associated honors.

Records considered confidential include:

1. The student's academic record. Copies may not be released to either institutions or individuals except at the express request of the student. The record is available to faculty members who have a need to know, in the respective deans' offices at the deans' discretion, and for several colleges and schools in the Office of Student Records and Registration subject to the discretion of the Director of that Office.

2. University disciplinary actions taken against a student. Indications of disciplinary action are made on a student's permanent

record only if the action results in suspension or expulsion. No supporting facts are kept in the Office of Student Records and Registration.

3. Personal data such as race and religion are considered confidential even though in certain well-controlled instances releases are made. These releases are either consistent with specific programs of the University or are completely anonymous for statistical purposes. It is understood that discriminatory use of the data is forbidden.

Offices of Admissions. Much information contained in a student's admissions folder is confidential. Requests by faculty and others must be channeled to the Director of the Office, at whose discretion they may be examined in the Office. Such records are never released.

B. UNIVERSITY RELATIONS

The Office of University Relations (OUR) serves a ...g house of general or non-technical information. Its direct... ...he University's spokesman for all news media. He also serves occasionally as the President's representative at public functions. OUR's major divisions are:

–The News Service, which prepares news releases on many aspects of University operations and arranges interviews for members of the media.

–The Publications Office, which assists in the design, editing and printing of the bulletins of the schools and colleges and other promotional literature. It also assists in the preparation and placement of advertising in all media.

–The Television Section, which regularly produces TV shows for use by the area's commercial stations. The shows generally feature members of the faculty, providing them an opportunity to display their talents and expertise.

OUR has other personnel who prepare:

The Tulane Newsletter, which is distributed monthly on campus.

The Tulane Report, a quarterly publication about the University and its faculty, which is distributed primarily to friends and benefactors of the University and to a wide range of opinion-makers throughout the United States.

The Tulane Calendar, a monthly listing of functions at the University, which is available by subscription.

Also assigned to OUR is the University photographer who in addition to covering University news items can be available for photo assistance in the preparation of bulletins and brochures.

Although OUR is not equipped to function as a reference service, its personnel will attempt, within reasonable limits, to answer factual questions or will direct inquirers to the appropriate sources of information.

OUR is located at 202 Gibson Hall. Telephone: 865-5714.

C. UNIVERSITY ARCHIVE

The Tulane University Archive, in the Special Collections Division on the fourth floor of the Howard-Tilton Memorial Library, contains extensive historical materials related to the University.

Holdings include scrapbooks and clippings; bound volumes of

Presidents' Reports, minutes of meetings of the Board of Administrators, and University catalogs; record cards on all former faculty members and all graduates; card files and folders on members of the Board of Administrators and Board of Visitors; files of financial data; files relating to campus buildings, including photographs; copies of present and former student publications; and other items.

Approval of the President is required for access to the Administrators' minutes. Other materials are available for reference or research, to be used in the library.

Reference service may be obtained by calling at the Archive or by telephone.

D. UNIVERSITY DEVELOPMENT (SPONSORED PROGRAMS)

The Office of University Development maintains current files on sources of potential support for research projects, including federal agencies, foundations, corporations, and others. Staff members are available for consultation regarding availability of funds, specific requirements for submission of proposals, and other matters in this area.

E. UNIVERSITY CENTER INFORMATION SERVICE

The Information Service in the lobby of the University Center is open from 8:00 a.m. to 11:00 p.m. The desk attendant gives student telephone numbers, directions within the Center building and throughout the campus, information regarding the city of New Orleans, and details of events on campus. If the answer to a caller's question is unknown, the attendant is usually able to refer the caller to the proper department or office of the University.

F. UNIVERSITY DIRECTORY

The Tulane University Directory provides information pertaining to the uptown campus, the Medical Center, the Primate Center, and the Hébert Center.

It lists all active and emeritus faculty and full-time staff members with names, titles, marital status, home addresses, and office and home telephone numbers. Telephone numbers of all departments and offices and emergency numbers also are given.

The Directory contains also campus maps, the current University calendar, football and basketball schedules, and names of the Board of Administrators, the Medical Center Board of Governors, the Board of Visitors, and University Officers of Administration.

The publication is intended for primary use as a telephone directory and is distributed to each office with a telephone. It is not available in sufficient quantity for distribution to individuals.

G. PERSONNEL OFFICE

The Personnel Office maintains files on faculty and non-faculty personnel, and routine information will be supplied by telephone. If the inquiry is of a personal or confidential nature an appointment may be scheduled.

Records of former faculty members, and of non-faculty personnel prior to 1957, are kept in the University Archive.

H. ALUMNI RECORDS OFFICE

The Alumni Records Office keeps information of former students of the University and attempts to maintain contact with all of those who are living.

In addition to such routine information as dates and divisions attended and degrees received, this office has folders containing clippings, communications, and other materials on alumni since leaving the University. While not all the folders are rich in materials, some are voluminous.

I. UNIVERSITY CALENDAR

The Tulane University Calendar is issued by the Office of University Relations monthly during the regular academic session and twice during the summer. It contains announcements of interest to members of the University community such as major educational and professional meetings; cultural, social, and athletic events; and special and continuing exhibits.

Copies of the *Calendar* are posted on University bulletin boards. Individual subscriptions are available at $2.00 per year.

Material for inclusion in the *Calendar* must be submitted on the 21st of the month preceding publication date.

J. TULANE NEWSLETTER

Tulane Newsletter is issued by the Office of University Relations monthly from September through May, except in January. It contains information on important University developments, policy statements, interpretive and background information, major appointments and honors received by University personnel, and some feature material.

Copies of *Newsletter* are sent to all offices and departments of the University for distribution to each full-time faculty and staff member.